

# THE MUNICIPAL

*The Premier Magazine For America's Municipalities*

May 2018

## BUILDING & CONSTRUCTION

### INSIDE:

**New Resiliency Program  
Keeps Communities  
Connected**

**Mayors and Millennials**

**Cities and Casinos**



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### ON THE COVER

The Alliance for National & Community Resiliency’s Community Resiliency Benchmarks system will provide communities a transparent, practical and commonsense self-assessment tool to quickly and easily gauge their cross-sector resilience efforts. Learn about the system and how it will make cities more resilient on page 12.





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# New growth, stoked excitement



**Sarah Wright** | Editor

**I**CAN THINK OF NOTHING MORE EXCITING than an empty lot being prepped for a new commercial building. It's usually accompanied by wild speculation on what's going in, which only builds the brewing anticipation. Of course, that thrill can be tapered if the lot is becoming, say, the sixth car lot in town versus that elusive steak restaurant that never seems to come — despite social media grumblings.

Needless to say, I don't envy city planners and their task of controlling how their cities are going to develop while also balancing needs, especially as the list of needed assets to thrive in the digital age grows. However, cities across the U.S. of all sizes are raising up to meet these demands while courting new businesses and residents — particularly the younger millennial generation.

As noted by the Brookings Institute in its report, "The Millennial Generation: A Demographic Bridge to America's Diverse Future," the millennial generation "is the most diverse adult generation in American history." Millennials have a reputation for

being well-educated, entrepreneurial and tech-savvy. And as noted by writer Lauren Caggiano in her article this month, "There's no magic bullet when it comes to cities attracting and retaining millennials."

Still mayors are making an effort to be competitive. In her article, Caggiano highlights efforts being made in Columbia, S.C., and Chattanooga, Tenn., which have included quality of place improvements such as strengthening downtowns, bringing in plenty of entertainment and offering outdoor activities. Columbia has also launched an initiative aimed to help millennials clear hurdles to homeownership while Chattanooga has unrolled one of the fastest, cheapest and most pervasive internet services in the country.

No two cities will develop the same, but like Columbia and Chattanooga, most will be examining how they, too, can be more competitive. Perhaps the most prevalent measuring sticks for this at the moment are the 19 U.S. cities and one Canadian city that were named as the finalists for Amazon's HQ2. While not every city or town can land an Amazon — with analysts, according to USA Today, stating the most successful city would need at least four million residents to reach the scale Amazon requires — they

can still look at the offerings of these larger metro finalists and translate them into their own communities, particularly components such as affordable housing, reasonable cost of living, tech hubs that attract talented professionals, a focus on quality of life, to name a few.

And if you are interested in researching these finalists to see what they are doing, Toronto — the only Canadian city among the finalists — posted its entire 190-page Amazon HQ2 bid online, [techvibes.com/2017/10/23/breaking-down-torontos-190-page-amazon-hq2-bid](http://techvibes.com/2017/10/23/breaking-down-torontos-190-page-amazon-hq2-bid).

Within this issue of The Municipal, we will be looking in depth on building and construction. Articles include tree ordinances aimed at reducing the urban heat island effect, how cities are addressing the tiny house craze, saying yes or no to casinos and how municipality-owned internet is serving as an added incentive for businesses and residents to relocate within certain cities' limits.

As always, we hope you find this issue to be informative. **M**



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# The nation's first whole-community resilience benchmark

*Photo provided*

**Alliance for National & Community Resilience, or ANCR — founded by International Code Council, U.S. Resiliency Council and Meridian Institute — provides communities a transparent, practical and commonsense metric to quickly and easily gauge their cross-sector resilience efforts.**

## **A community is only as strong as its weakest link**

Communities large and small, urban or rural, are made of interconnected systems supporting one another. Every day, each member of a community depends on the ability to use roads, access hospitals, get to work and school, receive mail and communicate with friends, family, colleagues, customers and clients.

Like a series of dominos, even small changes in one element can affect the cohesion and basic functioning of others. Severe disruptions caused by disaster, turbulence and change resonate across the whole community. No part of the community stands alone — the whole community suffers if any one part fails. A city with working lights cannot effectively operate if its streets are impassable. A business that

survives a hurricane cannot thrive if banking networks have crashed. A household with running water cannot be sustained if grocery store shelves are bare. Every community needs all of its gears operating and working together to be resilient.

## **What is resilience?**

Resilience, derived from the Latin “resalire” meaning to spring back, is the power or ability to return to original form, position; to recover readily from adversity. Resilience is about building strength and opportunity in the entire community across all aspects — the economy, the society and the infrastructure. It is about unleashing the expertise and innovative spirit within the business sector; building strong ties and exceptional quality of life within neighborhoods; and creating forward-looking,

supportive community organizations. It is about making the whole community better, adaptive, more competitive, more robust and more productive.

Resilient communities are prepared for the unexpected, working to adapt to environmental changes and other environmental threats, ready to respond to emergencies and fiscally stable. Resilient communities are the best places to invest. They thrive and adapt to be more competitive and safer. When challenges arise, they come back quicker and stronger.

## **Cities, businesses and households need support to be able to effectively adapt to challenges**

Communities range in size, population and demographics and face various economic priorities, environmental challenges, investment opportunities and financial constraints. Local, state and federal governments can encourage and assist communities as they seek to become more resilient, but communities need more than government alone to make the investments necessary to be truly resilient.



*Challenges faced by the 89,000-plus communities of all sizes across the United States include natural disasters, extreme weather, environmental changes, social unrest and economic instability. (Photo provided)*

### **This is a job that calls for all hands on deck**

Governments, private businesses, organizations, the faith-based community, individuals and families must all contribute to the effort. If all groups come together and invest the effort needed to increase resiliency, the whole community will save by doing things smarter and more effectively.

With understanding comes the drive to do better, fix problems and address challenges. Communities urgently need a way to understand how resilient they are. Currently, no systemic resiliency toolkit or benchmarking system exists to help a community measure its strengths and vulnerabilities, or how it can improve. ANCR is developing such a tool to support governments, businesses and people across the country.

### **Whole-community resilience benchmarks**

The ANCR Community Resilience Benchmarks, or CRB, system will provide communities a transparent, practical and commonsense self-assessment tool to quickly and easily gauge their cross-sector resilience efforts. It will help communities face the challenges of the 21st century, from vast economic shifts to unprecedented environmental changes. The ANCR technical committee of renowned subject matter experts will first focus on creating benchmarks for buildings,

water and energy, core functional areas for all communities.

The CRB system is intentionally cross-sector, encompassing elements such as communications, housing, water, food distribution, energy, waste management, finance, education, public health, transportation, public safety and business. This will consolidate existing assessments, certifications and research to serve as a useful, centralized tool to help make decisions to become more resilient based on consistent and comparable information. Communities, businesses, governments and people can utilize this tool to decide where to live, where to invest, what to prioritize and how to measure progress, seize opportunity and thrive.

### **The ANCR Approach**

ANCR will collect and integrate the best ideas on measuring the resilience of each community system to form preliminary

CRBs. A national workshop subsequently will convene leaders from multiple sectors to finalize the comprehensive CRB system and plan a path forward for further development and application of community resilience benchmarks.

Communities will receive the information needed to understand their resilience. All parts of a community—elected officials, business owners, infrastructure operators, health care providers, teachers and parents—can learn how to best work together so that no single element limits the potential of a whole community to thrive. **M**

[Learn more about ANCR and how your community can get involved. Visit www.resilientalliance.org](http://www.resilientalliance.org) or email [resilientalliance@gmail.com](mailto:resilientalliance@gmail.com).

[Article provided by the International Code Council.](#)

*Resilient communities are good places to live, work, raise a family or start a business. (Photo provided)*





# Community *Celebration, Fla.*

by RAY BALOGH | The Municipal

**Imagine a place so pristine and idyllic its signal character of perfection is also its most prominent target for criticism.**

Welcome to the “too good to be true” master-planned community of Celebration, Fla., population 7,427.

“Town” is not exactly the word Celebration uses to define itself. The community’s website touts the nostalgic character of the place reminiscent of the halcyon days of 1950s small-town America.

“If you’ve visited Celebration, it’s likely that our residents have already helped you feel part of the community,” notes the website, [www.celebration.fl.us](http://www.celebration.fl.us). “Perhaps it was a simple smile someone shared as they passed by on the street. Maybe it was a friendly chat you had with a stranger while shopping.

“There’s a reason Celebration is not a town, but a community in every positive sense of the word. While the population is diverse, the residents

share a strong community spirit and a desire for a friendship with their neighbors.

“Relationships develop in the many programs, activities and opportunities offered within the community. Residents get to know their neighbors while taking part in local school and sports programs; enjoying the walking trails, parks and amenities; enjoying our restaurants and shops; participating in organizations, civic and social groups; and playing an active role on the committees and boards responsible for operating Celebration.”

The community, situated a few miles south of Disney World in Orlando, is the brainchild of Walt Disney, who sought to create a sustainable community in the style of his Experimental Prototype Community of Tomorrow, commonly known as EPCOT.

**ABOVE:** All public fixtures, such as street clocks and street lamps — even manhole covers — are crafted to evoke memories of the halcyon days in small-town America. (Photo by Michael Rivera via English Wikimedia Commons)



*Only the residents' personal vehicles have a 21st century look in Celebration. The architecture, streetscape and public fixtures were all designed to emulate a 1950s feel. (Photo by Jade-Orlando via English Wikimedia Commons)*

He secretly bought up just shy of 5,000 acres of land west of Kissimmee, Fla., planning to build, as he marketed it, "a place that takes you back to that time of innocence."

He originally envisioned a community of 20,000 residents, but subsequently halved that goal. All the quaintly styled homes were to be within walking distance of a charming, pastel-colored community square in the center of town.

Disney passed away in 1966, but in the early 1990s, the company he left behind established the Celebration Company and continued the dream, investing \$2.5 billion in the project.

The first phase of residential development opened for occupancy in the summer of 1996 and Celebration earned recognition in 2001 as "New Community of the Year" by the Urban Land Institute.

Consistent with the original intention, Disney Development Company divested its ownership of Celebration in 2004 and turned over a majority of seats on the homeowners' association board to the local residents.

Organized under Florida law as a community development district, voting on administrative matters is restricted to local landowners.

In a 2004 New York Times article published shortly after the planned divestment, one resident, Pam Shaw, treasurer of the association board, spoke of the paradigm shift in the locals acquiring political control of the community. "I moved here because I loved Disney. We had such blind faith. But this was just a business venture for them, and now it's up to us. Their success is based on financials, and ours is going to be more, 'Are you proud to live here? Do you love your life here?'"

The residents indeed take a day-by-day pride in Celebration. The streets and sidewalks are kept squeaky clean and monitors patrol the public areas, promptly and strictly fining such malefactions as littering or letting one's lawn grow too high.

Building codes and other regulations are rigid, even dictating the type of vegetation a resident can grow in his or her yard. Pink flamingoes, ubiquitous in other communities around the state, are strictly verboten.

Such meticulous oversight serves to protect the residents' investments. The average home in Celebration sells for \$300,000 and thousands of visitors a week browse the community's selection of boutiques, restaurants and other attractions.



*The fountain in the spotless downtown center of Celebration reflects the community's commitment to maintain a pristine and nostalgic atmosphere. (Photo by Bobak Ha'Eri from en.wikipedia)*



*The public employees of Celebration scrupulously ensure the community is kept clean. Littering is stiffly and immediately fined and leaves are removed from walkways at the first feasible opportunity. (Photo by Bobak Ha'Eri from en.wikipedia)*

Some critics of Celebration assail its artificiality, citing the hourly winter snowfall in the community square being composed of soap flakes and the ice rink consisting of an opaque white plastic sheet. One expositor even pontificated the community ambiance was "creepy." Others likened life in Celebration to "living in a bubble."

Not so, say the residents, who participate in Celebration's annual events, such as a communitywide yard sale, art show, exotic car festival, Radio Disney holiday concert, Oktoberfest and the Great American Pie Festival, which is televised on The Food Network.

One writer, jamegumm, responding to a critical article on [www.gizmodo.com](http://www.gizmodo.com), summed up the reasons for Celebration's quaint charm.

"I think Celebration has been a very noble experiment on a number of different levels, minimizing the importance of the car and giving its residents a choice to walk or bike; building commercial and residential space in close proximity to each other; integrating residences for people of varied income levels; giving civic buildings an appropriate sense of scale in relation to surrounding structures; applying a sense of organization to the aesthetics and visual language of things like signage, lighting fixtures, typefaces, etc." <sup>M</sup>

For more information, visit [www.celebration.fl.us](http://www.celebration.fl.us).



# Ferguson, Mo.

The straightforward monochromatic city seal for Ferguson, Mo., contains the town's name, date of incorporation, motto – "Community of Choice" – and a representation of the railway station that started it all.

The tenor of the seal reflects the no-nonsense dealings of William B. Ferguson, a shrewd entrepreneur who founded the city.

In 1855, as railways were extending westward, Ferguson consented to deed a 10-acre strip of his land to the North Missouri Railroad, later known as the Wabash Railroad.

But he insisted on one stipulation: the railroad was to build a depot on the land as a regular stop for trains heading to and from St. Louis, Mo., 14 miles to the south.

The railroad agreed and Ferguson Station became the first rail station directly connected to St. Louis. Business was brisk, and the depot became a dynamically busy stop by the end of the decade.

With the community centerpiece firmly in place, Ferguson began to divide and sell the rest of his land to prospective businesses and homeowners.

Ferguson Station's population grew rapidly during its fledgling years. The 1880 census recorded a population of 185, which tripled in the following 10 years. By 1900 more than 1,000 people lived in the town, which was incorporated as Ferguson in 1894.

By the end of the 1800s, half a dozen passenger trains a day served commuters who worked in St. Louis, and Ferguson became a popular location for suburban executive homes.

The population doubled again between 1920 and 1930, and experienced an additional boom after World War II. The most recent census in 2010 revealed a population of 21,203.

The depot was the first communal meeting place for churches and organizations and served as the town's only voting location.

The community fire alarm was an engine whistle from one of the ubiquitous trains in the rail yard. The whistle also signaled noon and suppertime, heralded in the new year and announced the end of both world wars.

At its peak, the station was staffed 24/7 and served 42 freight and passenger trains a day.

The freight junction closed in 1948 and passenger rail service ended in 1960. The railroad ceased use of the building in 1988.

The city purchased the building in 1991 for \$1. The station has been renovated and now houses an ice cream parlor.

For more information, visit [www.fergusoncity.com](http://www.fergusoncity.com). 



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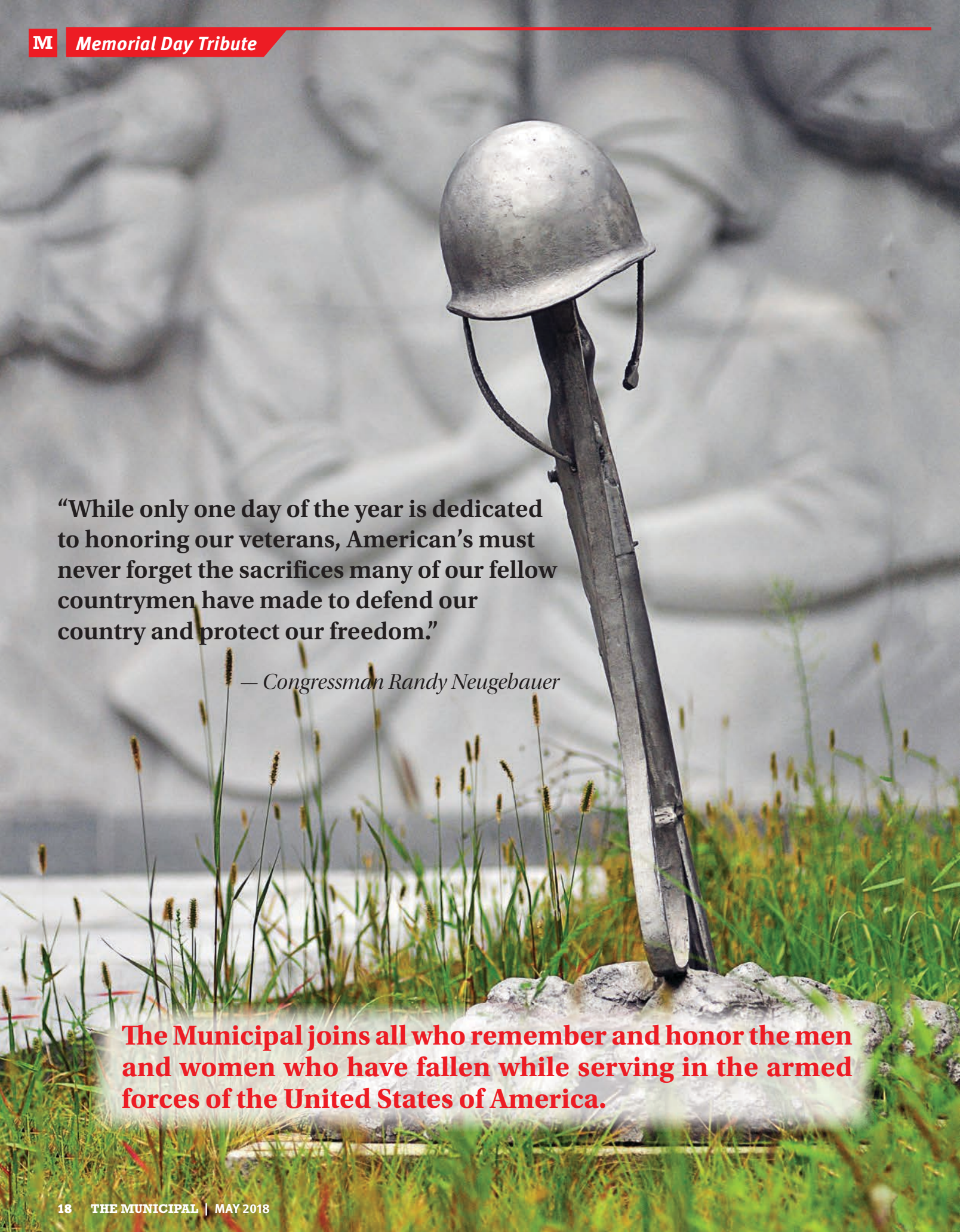
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“While only one day of the year is dedicated to honoring our veterans, American’s must never forget the sacrifices many of our fellow countrymen have made to defend our country and protect our freedom.”

— *Congressman Randy Neugebauer*

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

Focus on:



# BUILDING AND CONSTRUCTION

**30%**

The percentage of his/her adjusted monthly income a low-income veteran with disabilities will pay for rent in the Carver Grove Apartments in Myrtle Beach, S.C. The city had purchased the land using a Community Development Block Grant before conveying the land to the Myrtle Beach Housing Authority, that is developing it.

Source: [www.cityofmyrtlebeach.com/news\\_detail\\_T6\\_R44.php](http://www.cityofmyrtlebeach.com/news_detail_T6_R44.php)

**54%**

Since the Tree Action Plan went into place in 2006, Fairfax County, Va., has obtained a tree canopy coverage of this percentage.

Read more about tree ordinances and efforts to reduce the urban heat island effect on page 24.



**\$45,000,000**

The amount of tax money generated by the Blue Chip Casino located in Michigan City, Ind.



Learn about cities that have accepted and declined casinos in their backyards on page 32.

**558**

The number of aging Pennsylvania bridges that Plenary Walsh Keystone Partners will be replacing in just three years through a public-private partnership with the Pennsylvania Department

of Transportation.



Source: [parapidbridges.com/projectoverview.html](http://parapidbridges.com/projectoverview.html)

**10%**

GovWin+Onvia found a 10 percent growth in 2017 from 2016 in government agencies focusing on reducing risk in construction bids and requests for proposals. Its report, "10 Hotspots in Government Contracting for 2018," noted, "While in decades past, the public sector assumed more of a central 'developer/manager' risk-taking role in a project, newer process models such as design-build and construction manager at-risk (CMAR) have involved the major prime contractor earlier and increased their shared responsibility for overall outcomes and project success.

Source: [www.onvia.com/market-research/special-reports/10-hotspots-government-contracting-for-2018](http://www.onvia.com/market-research/special-reports/10-hotspots-government-contracting-for-2018)

**500**

The required down payment on a home costing up to and not exceeding \$150,000 thanks to a Columbia, S.C., community development program, which aims to make homeownership more achievable.



Learn more about how cities are attracting millennials on page 20.

**50**

A construction crew found a box with 50 sticks of dynamite while working in Park City, Utah. The box is believed to be a relic of Park City's silver-mining era. The discovery forced the closure of nearby roads, the evacuation of people from their homes and a call to the Salt Lake Valley bomb squad.

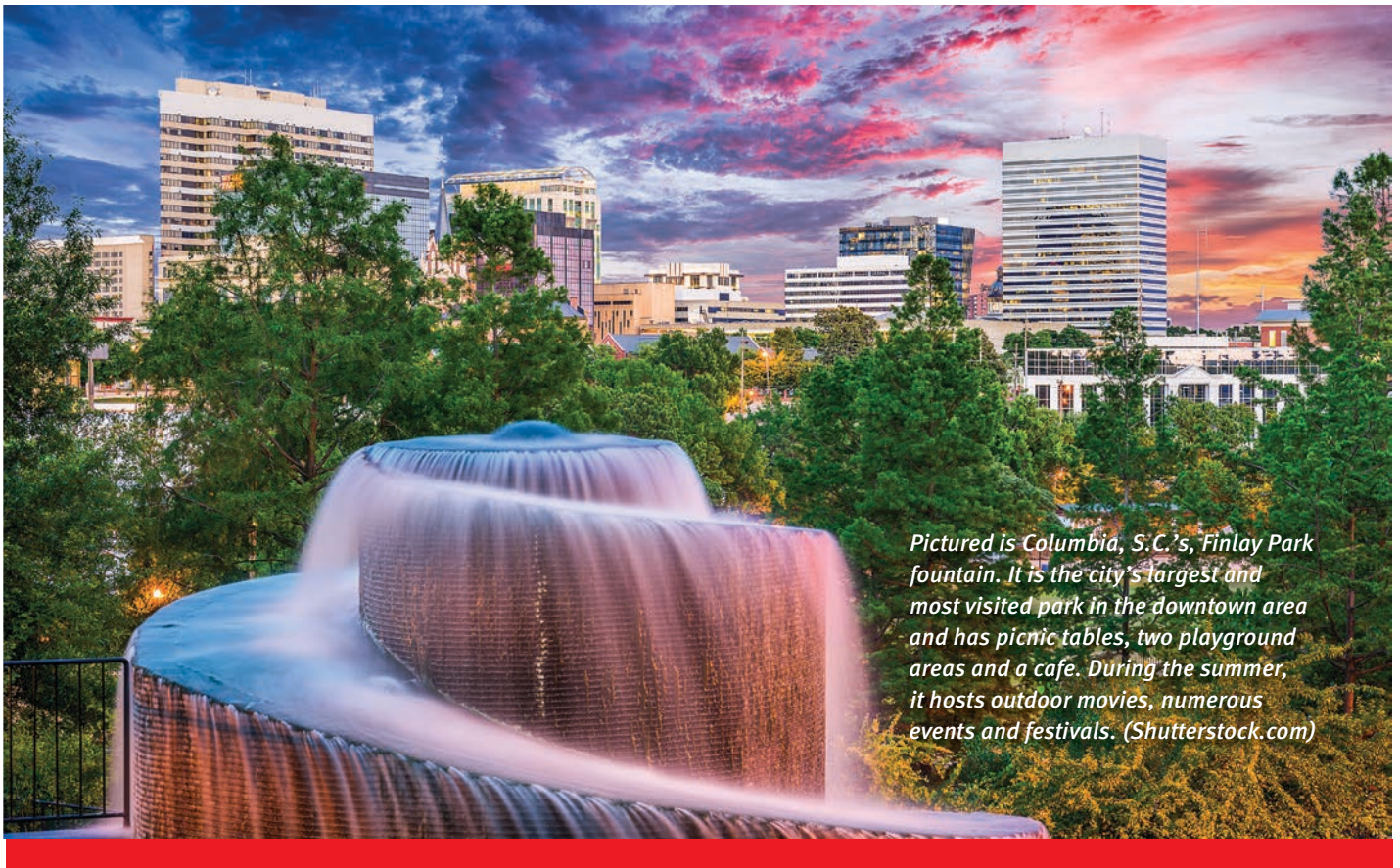


Source: [www.parkrecord.com/news/possible-dynamite-found-in-park-city/](http://www.parkrecord.com/news/possible-dynamite-found-in-park-city/)

**\$5 million**

The city of Cleveland, Tenn., collected more than \$19,000 in building permit fees in February, generated by almost \$5 million in planned residential or commercial construction, as well as additions, alterations and rehabilitation.

Source: [clevelandbanner.com/stories/city-construction-hits-5m-for-month,76755](http://clevelandbanner.com/stories/city-construction-hits-5m-for-month,76755)



*Pictured is Columbia, S.C.'s, Finlay Park fountain. It is the city's largest and most visited park in the downtown area and has picnic tables, two playground areas and a cafe. During the summer, it hosts outdoor movies, numerous events and festivals. (Shutterstock.com)*

# A “Community of Choice”: *What does it take to attract and retain millennials?*

By LAUREN CAGGIANO | The Municipal

**There’s no magic bullet when it comes to cities attracting and retaining millennials, but factors like affordable housing, walkability, a vibrant arts scene and tech startups are certainly pieces of that puzzle. Look no further than the examples set by the mayors of Columbia, S.C., and Chattanooga, Tenn., in reaching this generation.**

According to Mayor Steve Benjamin, Columbia doesn’t have much trouble attracting millennials as other cities of comparable size — Columbia has a population of about 134,000. He said the presence of several higher educational institutions contributes to a significant segment of the youth population. He acknowledges two other key factors that come into play as well.



*Mayor Steve Benjamin  
Columbia, S.C.,*

“The DNA of Columbia is very much defined by state government, colleges and Fort Jackson,” he said. “These three institutions shape our demography.”

While these pillars aren’t going anywhere, Benjamin doesn’t take them for granted. Instead, he knows that the city must be proactive in its approach to courting millennial talent because, as he said, they have a wealth of choices when it comes to seeking out jobs and companies.

“We recognize that in the world in which we live now young, talented professionals can live nearly anywhere,” he said.

He said his vision is to make Columbia a “community of choice,” and that means, among other things, continuing to invest in improving

the quality of place. Downtown development specifically has been a focus for several years.

“We believe that all cities that people are emotionally connected to have a vibrant and attractive urban core,” he said.

In other words, they want a quality place to live, work and play. To that end, Benjamin said his team has leveraged local and state funds to reshape Main Street. He said downtown has seen about 100 new restaurants and bars open for business under that effort, which no doubt has brought more people downtown.

Entertainment comes in many forms, and sports is one of them. Benjamin said the move to bring amateur baseball to downtown Columbia was well-received by the general public. Spirit Communications Park is a 365-day-per-year multi-use sports and entertainment venue and home ballpark for the Columbia Fireflies.

Another win for the city, which falls under the “live” aspect of quality of life, is the city’s initiative to make homeownership within reach, especially for cash-strapped millennials. With a program available through community development, buyers may spend up to \$150,000 on a home, with only a \$500 required down payment, regardless of sales price. Eligible properties are single-family homes within city limits. Qualified buyers may lock in low interest rates and don’t have to purchase primary mortgage insurance. Applicants must receive homeownership training provided by the city. He said the program works because it lowers the barrier to entry — a down payment — and encourages people to put down roots.

“It’s a way in which we can provide leverage to homebuyers and make a difference,” he said.

Chattanooga Mayor Andy Berke talks about a different type of leverage when it comes to speaking to millennials. He said while people may come to Chattanooga for job, they often stay for the outdoor scene.

“We’re becoming a place where people see us as having the (type of) lifestyle they want,” he said. “We have options for all kinds of people.” Biking, hiking, horseback riding, rock climbing and an active watersports culture all contribute to that way of life and are in his words “one piece of that puzzle.”

Berke said the city, which has a population of about 177,000, can’t afford to put all its political capital in one area. That’s why in recent years they have doubled the amount of downtown living units and invested about \$1 billion in the city core. A lot of this investment has gone into loft-style housing and one-bedroom apartments — near restaurants, bars and entertainment. Berke said his goal is to grow the number of downtown residents from 12,000 currently to 19,000 by 2020.

At the same time, he said his administration has been keen on attracting jobs and companies that appeal to millennials. “We want the jobs of tomorrow and the people who are going to be running those companies,” he said about the city’s commitment to economic development.

And it seems to be working. Many companies in the insurance, health care and technology industries have established or grown their operations in Chattanooga. Berke points to the Innovation District as an example of making sure “more people have an opportunity to participate in the economy.” He said Chattanooga was among the first of its size to embrace such a concept — a distinction of which he’s proud.

Located in the heart of downtown, this vibrant and walkable area contains Chattanooga’s main downtown public spaces and a host of coffee shops and eateries, linked by attractive streets, a bike-share



People visit Chattanooga, Tenn.’s, downtown for the Nightfall Music Series. (Photo provided)



Chattanooga offers a vibrant downtown scene that draws millennials. Pictured is Pints and Pedals — the original and ultimate bike pedal tour bar crawl. (Photo provided)

program and free downtown electric shuttle. Creators and innovators of all kinds collide here. Nonprofits, artists and students alike interface in the new knowledge economy. It is his hope that sparks will fly from dialogue and that people from diverse backgrounds and interests will collaborate.

“It’s not just about technology, but providing a mix of people,” he said.

And these people have certain expectations when it comes to infrastructure. That’s why, according to Berke, Chattanooga has the fastest, cheapest and most pervasive internet in the country, if not the world.

“That means that anyone, anywhere they live has access to 10 GB per minute service,” he said.

Internet may keep businesses connected, but other investments connect people in a different but important way. For example, Berke said the city has a public art department to “enhance the quality of place.” Local government has also worked hard on advancing the area music scene. In other words, it’s about providing opportunities of all kinds.

“We want to make sure young people see it as a place where they have things to do,” he said. **M**



# Internet service becoming extra tool to draw people and businesses in

By CATEY TRAYLOR | The Municipal

**Municipality-owned internet has its pros and cons, according to Sebewaing, Mich., Light & Water Department Superintendent Molly McCoy, but given the recent governmental battle with net neutrality, the option for cities to provide open internet to residents is appealing.**

Nationwide companies often monopolize geographic coverage areas, forcing customers left with a lack of variety to pay skyrocketing prices for subpar service. In addition, the Federal Communications Commission's battle with net neutrality has left the state of the internet's future up in the air. Cities that offer internet and streaming services hold an advantage over those that don't: Their residents may take advantage of open airwaves regardless of FCC regulations.

The city of Sebewaing is one of 40 in the state that operates as an electric utilities municipality, as opposed to using gas resources. This proved to be an advantage in 2013 when residents and businesses alike began encountering trouble getting a reliable internet connection, and the city looked into municipality-provided services. Since the city was already hardwired for electricity, all that needed to be added was the fiber optic

wiring and routers to participating entities. While there are some quirks the city is still working out, overall the investment has been a positive one.

"Things have been really good for us here. We were essentially operating with dial up services and speed until this addition," McCoy said. "People who come in from outside towns have been very impressed and it's been one of those things that anecdotally we hear that people have chosen Sebewaing over other towns because the internet is an attractive feature. This helps to close the digital divide — internet is an affordable and available option for all houses in our area."

In order for the investment to be cost effective, McCoy said the city needed 50 percent of residents to buy into the idea. The municipality-provided internet currently provides services to nearly 60 percent of residents.

**LEFT:** In areas with very few internet providers, some cities are laying their own fiber optic wiring to provide citizens with affordable internet. In some cases, municipality-owned internet can provide an added incentive for people and businesses to settle in one city versus another. (Shutterstock.com)

**ABOVE RIGHT:** Sebewaing became the first gigabit village in the state of Michigan. Its internet has been anecdotally cited as a reason people have moved in. (Photo provided)

“The whole town is set up so we can connect any customer who wants to,” she said. “For the most part, people are rapidly hopping on board. We also see people coming to us as soon as their current contracts end with outside providers, but, of course, you’ll always have the people resistant to change.”

Logistically, the city provides internet services for homes. There are four plans to choose from that range from 30 mbps to 1 gig, and the options are affordable, with the lowest plan starting at \$35 per month and the most expensive being \$160. The cost includes a combination modem/router for customers, and the technology can operate as a wired or wireless device.

“We set this up with the intention of being the cheapest service with the fastest speed,” McCoy said. “We have customers with several kids who stream various services, and we’ve found that they can do everything they need with no problems at all.”

Residents have to sign up for their own accounts and can download any services they’d like. The city does not have access to resident or business accounts.

The many advantages of the system largely outweigh the few challenges the city has faced, McCoy said.

“We’ve had some glitches, which is to be expected, but now we’re having good luck with our technology and have been learning as we go,” McCoy said. “This was a fantastic project for us. We had the support of both town leaders and a want from the community to get this done and I’ve been incredibly impressed.”



*Positioned on Michigan’s “thumb,” Sebewaing offers not only internet service but great views of Saginaw Bay. (Photo provided)*

Sebewaing is not the only city to explore municipality-provided internet. Hundreds of towns around the nation have begun offering this service to residents, including the city of West Plains, Mo. Local officials began installing a fiber ring around the city and public Wi-Fi hotspots throughout downtown nearly a year ago, and Community Marketing Director Todd Shanks said the additional feature is a draw for the area.

“Being able to offer fast and affordable internet is a must for a community our size, particularly when trying to compete against larger metropolitan areas for businesses and investors. We are hoping that by providing this incentive it levels the playing field or maybe even tilts it to our favor,” Shanks said. “For our residents, it could be another amenity to living in West Plains, much like our quality healthcare, fantastic schools, higher educational opportunities and small town way of life.”

As of now, there is no concrete timeline for complete implementation in West Plains,

but the city is aiming to have completed this project by the end of 2023, and the expectation is significant.

“The West Plains community has suffered some key economic development losses in recent years, and the broadband project is just one example of the city’s renewed focus on economic development,” Shanks said. “The sum total, we believe, will make West Plains a very attractive place to do business, which in turn will help grow our economy.”

The largest benefit to the municipality-provided internet undertaking, McCoy said, is the ways in which the service impacts life for residents.

“We’ve been a source of competition for outside providers,” she said. “We’ve seen them step their game up by either decreasing price or increasing speeds, and that’s a good thing for the community. If our residents can save a few bucks each month on internet, that’s more money they can invest back into our local businesses, and for us, that’s worth it.” **M**



# Going out on a limb — *Urban forestry takes a serious turn for the betterment of humankind*

By ELISA WALKER | The Municipal

**A**S MORE COMMUNITIES GO BIG and go green, the focal point is more in green tech rather than green plants. Technology is sometimes easier to implement than the naturally grown products of the planet, but even trees are gaining rights when it comes to zoning and ordinances. The heat island effect is taking over cities and towns as they continue to grow, creating an array of issues that can be counteracted with the simple action of planting and maintaining a few trees.

## **Changes without inconveniences**

While newer parking lots and buildings have requirements to incorporate a certain amount of trees during or after development, older places face no such rules. Louisville, Ky., completed an experimentation in its own City Hall parking lot, an older parking lot that had no trees or shading that was contributing to the city's heat island effect.

The project extended over a few weekends in spring of 2017, where volunteers cut into sections of the parking lot, dug out the debris, set and planted nine trees and leveled

the section with porous concrete. The hope was for the city to set an example and possibly capture other people's attention so they may implement the idea in private parking lots, but the city is still configuring a dollar amount it would cost since there was so much volunteer assistance.

"I was thrilled with the project. I absolutely see this as a long-term solution, especially with Louisville's significant urban heat island problem," commented Maria Koetter, director of office of sustainability. "Putting as much shade as you can over impervious



**LEFT:** Fairfax County, Va., urban foresters climb a slope to monitor some hemlocks in the county. (Photo provided)

surfaces is vital. Trees provide cooling; they preserve stormwater, improve air quality, add beautification and all these other benefits.”

After discussing it for a few years, different city agencies partnered to get the job done. The project was spearheaded by one particularly passionate champion at the Parking Authority of the River City who was able to coordinate effectively with everyone. The general public had not taken much interest in the project, but it did capture the attention of other organizations in the area, prompting them to ask questions. The project didn’t impact the amount of parking spaces available nor did it really impact the city employees who parked there since everything took place on the weekends, but there were challenges.

Gathering volunteers for Saturdays could be a potential challenge for other municipalities looking to follow Louisville’s steps since employees may not want to give up their free time. Another obstacle was that, of nine trees, four died. The occurrence was puzzling. All were installed the same way, but the trees that died were all in the center section. While the reason is still a mystery, whether they drowned or if there was something in the soil, two more trees will be reinstalled in the center section in 2018.

Koetter added, “Hopefully, when we iron out the wrinkles, we can use this as a case study and promote it across (the board) for all new development areas and any parking lot.”

### Rooting for action

Trees conservation is imperative for several towns and cities since it’s a part of their character. Preserving and conserving ordinances have been in place since the late 1970s in Fairfax County, Va., but as times change so does the need to harden the regulations in order to maintain the canopy coverage.

In 2006, the Tree Action Plan was put together as a 20-year strategic plan by all stakeholders from varying departments. Since then, the tree canopy has reached a 54 percent county canopy coverage.

“Virginia is a Dillon Rule State, meaning local jurisdictions only have the powers that the state legislature grants them,” explained Keith



*The urban forest management division reviews site plans and inspects construction sites to ensure that requirements are being met. Fairfax County has eight urban foresters involved with planning and applying tree conservation ordinances during development. (Photo provided)*

Cline, director, urban forest management division. “The only way we could have a tree conservation ordinance in the first place and then strengthen it was if the legislature passed a law that said communities can have an ordinance that can require tree preservation and can require minimum canopy coverage.

“It took an effort by Fairfax County, (which) took the lead in the state by going to Richmond. It was working with the development industry, citizens’ groups and all the stakeholders involved to make it possible. It took a concerted and cooperative effort for everyone to convince the legislature to pass it.”

Through teamwork and excellent communication, Fairfax County created headway for tree regulations for public and private property. All departments continue working together as most ordinances passed must be compatible and in sync with already existing ordinances. Tree conservation overlaps with stormwater management, zoning and several other ordinances when it comes to a development process. Working in isolation isn’t an option.

Regular meetings occur with engineers who are submitting plans; then everyone else on the team meets to run over requirements and other issues to create balance and coordination. While there is ▶

## DEVELOPING A TREE CONSERVATION PLAN

Involve all the stakeholders and meet together to discuss important topics such as:

- What are the goals?
- What are the implications of an ordinance?
- Will there be a requirement of a certain canopy coverage and what does it mean?
- How will it impact development in the building industry and economic development?
- What would the community like to see?
- How does it impact the environmental and socio economic values trees provide?



Louisville, Ky., urges other municipalities to move ahead with thoughtful designs on how to plant trees in parking lots. (Photo provided)

good compliance in terms of requirements being met, there are still challenges the community faces.

It isn't against any rule to remove some trees so long as the canopy percentage is met and preserving some of the trees can be difficult on a small site. As a result, there's conflict around the change of the neighborhood. Most of the trees being removed are large mature trees, and after construction, they are being replaced with saplings that will take years to reach the maturity of the tree removed.

"There aren't large open spaces being developed. The county is fairly built out so a lot of

the development now going into neighborhoods (is) removing old smaller houses to put in a large house," said Cline. "The developer has to do a lot of things around a small lot, and it's getting more difficult to preserve trees. The community is seeing a lot of trees being removed. We're trying to work closely with everyone involved in the development process, including citizens' groups and homeowners' association.

"Some of issues aren't easy, but I think our ordinances are very strong, clear and give us something to go by that we can work with all of those involved." **M**

## In Memoriam

Shortly after the parking lot project in Louisville was completed, David Gross, the off street operations administrator for Parking Authority of the River City who championed the project, died suddenly. He was spoken of as a passionate individual with great green infrastructural ambitions to improve the quality and sustainability of life in Louisville.



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# Cities adapt building codes in response to tiny homes

By NICHOLETTE CARLSON | The Municipal

One of the issues facing this tiny house craze is the various definitions of a tiny home. Some can be considered single-family homes on a single lot, others would be considered multiple-family homes on a single lot and still others are more similar to a subdivision.



## Des Moines, Iowa

In Des Moines the concept of multiple tiny homes was brought to the city at a pre-application meeting. The interested party was hoping to learn more about the processes necessary for such an endeavor and code requirements though they have not formally submitted any application.

Michael Ludwig, planning administrator for the city, explained, “In Des Moines, they were encouraged to apply under existing, planned unit development. Their plan was more similar to a campground with pods of tiny homes around a community building. Realistically their concept at the time was more like little cabins.”

The biggest issue appeared to be attempting to find a property within the necessary budget and proposing a rezoning process. Neighborhood meetings must then take place to gauge the reactions of the local residents. Ludwig has not been informed that any meetings were held by the interested party to pursue this process.

A minimum square footage for living requirements must also be met under the city building

**ABOVE LEFT:** A variety of tiny homes can be constructed. Some can be a small home on a foundation, similar to other single-family homes, and others can be on wheels, which are more similar to a mobile home. (Photo provided)

codes. “With the existing code perspective and lot size requirements, it was hard to fit into existing code requirements,” shared Ludwig. He went on to state the city’s biggest overall concern with the idea proposed was that each unit did not have its own bathroom, which would make it a challenge to call the unit a single-family home.

Other concerns involved the accessibility to sewer and utilities in places the interested party had chosen as areas of interest. The fire department had concerns regarding access to the homes and the durability of materials was brought into question. Although not in the original plan, the interested party was encouraged to include some form of porch or semi-private space outside of the dwelling.

Prototype homes were built with the assistance of local churches to help bolster support for transitional housing. In order to gain awareness, these home prototypes would be parked at various churches throughout the city. If it was determined that this tiny home campground would not be appropriate within city limits, the city has considered plans to either get services to them or have certain services provided on site if an acceptable place was discovered in the unincorporated metro section of the city.

With many services for the homeless available within Des Moines proper, Ludwig went on to say that there are many housing options available for individuals or families who are struggling.

“Des Moines, as a central city, has a lot of early, turn of the century housing and post-World War II GI housing, which are very modest, smaller homes that are already

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**LEFT:** Tiny home communities seem to be more popular outside of city limits, such as *The Dwellings in Tallahassee, Fla.* However, the city’s building code requirements would be the same as anyone pursuing building a single-family home subdivision. (Photo provided)



*The interior of a tiny home includes the basic necessities of any other home, simply in a significantly smaller space. Some can even include multiple bedrooms and a loft area. (Photos provided)*



available,” Ludwig said. “Our housing stock provides smaller, more historic tiny homes in Des Moines proper that are not in the suburbs. If people really want to downsize, there’s quite a bit of opportunity for them to downsize without going to the tiny home aspect.”

Des Moines is showing progressive movement with its zoning ordinances by drafting a code for the first comprehensive rewrite since 1965. In this newly drafted code, such issues are addressed with the proposal to allow some accessory housing units as well as lowering square foot lot requirements to potentially as

small as 50 feet wide. In this way they are trying to address both affordability and the desire for smaller lot sizes. A best-case scenario for this code would see it effective Sept. 1; however, it is dependent on the extensive review period. The city has addressed many of the community’s questions and concerns but it still must release a public hearing draft. After this is done, it will be approximately four months until the code changes can go into effect. “It has been a long and arduous process,” Ludwig claimed.

“In general, between building codes and rental codes for minimum occupancy and square footage, there is probably some ▶

## Tallahassee tiny home building requirements

- Each dwelling unit must have a minimum of one habitable room that is at least 120 square feet of floor area and 7 feet in horizontal dimension.
- Other habitable rooms must have a floor area of at least 70 square feet. The only exception for these is a kitchen.
- Ceiling height of all habitable spaces should be at least 7 feet high. Some exceptions can include sloped ceiling and bathrooms. Specific specifications and dimensions also exist for any stairways inside the dwelling.
- Each dwelling must have bathroom facilities and a kitchen that includes a sink.
- All plumbing fixtures must be connected to an approved water supply that is able to provide both cold and hot water as well as either a sanitary sewer or approved private sewage disposal system.
- Every sleeping room, along with habitable attics and basements with one or more sleeping rooms, must have a minimum of one emergency escape and rescue opening.
- Each dwelling must also contain a means of egress as well as an egress door that is side-hinged and a minimum of 78 inches tall and 32 inches wide when opened 90 degrees. The egress door should be easily opened from inside the dwelling.

kind of minimum threshold per living occupants,” Ludwig commented. “Building codes are at least cognizant of a tiny home, though many would still have bathrooms, gas and electric.”

### Tallahassee, Fla.

Just as in Des Moines, city officials in Tallahassee are working on a case-by-case basis on the definition of what constitutes a tiny home. John Reddick, senior planner in the growth management department in land use and environmental services, discusses the requirements for four options that he has considered.

Other than meeting the Florida building code, if an individual wishes to build a tiny home as the primary structure on a single lot then the city has no restrictions in terms of minimum house size. “It would just have to be within a zoning district that allows single-family homes, typical of any other style of single-family home,” Reddick explained.

However, this does not include specific neighborhoods that have their own home size and design requirements.

If a tiny home were to be built on wheels, then it would likely be defined as a mobile home. Under this designation, it would only be allowed in particular zoning districts. Certain development standards, such as property line setbacks for that zoning district, would still need to be met.


Another way in which a tiny home might come into play would be as a mother-in-law suite. This would involve a home being built on the same lot as an existing house but smaller than the existing house.



“In this case, we do have a size restriction,” Reddick clarified. “But the tiny home concept typically prevents them from approaching our maximum size restrictions, so we rarely run into that issue.” The necessary requirements for this type of tiny home would be that it must be set on a foundation, not on wheels, and would be subject to the same development standards as any other similar structure.

For a tiny home community, the requirements would be the same as pursuing a typical, single-family home subdivision. In this option, depending on zoning requirements, they could potentially have the option of either each tiny home being built on its own lot or multiple units being built on a single lot if multi-family homes were allowed. Any pros and cons related to a tiny home community would simply depend on what the developer was looking for in the project. Normal permitting and development standards would still apply.

A widely publicized tiny home community is The Dwellings. It is a program-based housing option made available to single men and women as well as families with children. Applications must be filled out for acceptance and, once accepted, they are given three housing floor plan options — small, medium and large — in which one, two or three individuals can reside respectively.

“This falls outside city limits so it was permitted through Leon County Development Services and the environmental management department,” Reddick explained. 



*A tiny home has been presented as a good option for those struggling with affordability or homelessness as well as for those searching for a more minimalist lifestyle. They are small dwellings that typically consist of at least a living space, bathroom and kitchen. (Photo provided)*

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# A casino in your backyard?



By **ANDREW MENTOCK** | The Municipal

## **There has been gambling in the U.S. since the beginning. Yet, over the years, how it's regulated has varied, and the same goes for how the general public and local governments perceive it.**

Currently, the nation is seeing the possibility of significant gambling reform, especially when it comes to sports betting because experts expect the law prohibiting states from allowing sports gambling to be overturned by the United States Supreme Court soon.

This could mean a serious increase in money to the state and local governments. According to a white paper released by the Massachusetts Gaming Commission on March 1 titled "Massachusetts Gaming Commission Public Meeting #237," allowing sports betting to be legally regulated would generate between \$8.6 and \$61.3 million for the state annually.

If the law is overturned, it will then be up to state government officials on whether or not to allow sports betting in their state.

Even though the overall financial impact of sports betting on a state would be significant, there still may be many states that elect not to allow it, similar to how more than 200 municipalities in Pennsylvania recently exercised their right to prohibit a mini casino from coming to their towns. Thus, forgoing the robust financial contributions that a casino would likely bring to the community.

The reasons local governments choose to exercise this right are varied. Some local municipalities said that they didn't have the room for it while others thought that having one would go against their conservative ideology.

"I don't have anything against other townships doing that," said Rodger George, a supervisor in Armstrong Township, Pa. "But

we just decided that we didn't want one. We don't even have any bars or alcohol in this township. We don't have anything like that."

Part of this is also the township's desire to remain "rural" by preventing too many businesses from inhabiting the area. George said the decision for his town to vote against hosting the casino was unanimous and the deliberation process was relatively quick, with little support for possibly hosting a casino.

Other Pennsylvania municipalities and local governments prohibited the casino simply because of geography: They would not have anywhere to put one, even a casino that's referred to as "mini."

"That's a large facility," said Mary Swankler, the borough manager of North Irwin, Pa. "We don't have anything like that. Nothing."

Swankler said that if her borough did have space, she suspects that there would have been a debate amongst residents, which she



already heard rumblings of when Pennsylvania lawmakers said they could have a casino in the first place. Ultimately, she is unsure what would have happened if North Irwin did have the capacity to host one, but she does understand why some residents were ethically opposed to it.

“When you walk to a casino, what’re the things that you see on the walls and in the elevators?” Swankler said. “(A sign that says) if you have a gambling problem, then call this number. (Gambling) addictions like that destroy families just like any other addictions do.”

According to Casino.org, an online site for gamblers, places where gambling is part of the culture are more likely to have larger percentages of their population dealing with a serious gambling problem. For instance, a Web Wallet analysis titled “2017’s Most Gambling-Addicted States” determined that Nevada experienced more “excessive gambling” than any other state in the U.S., followed by South Dakota and Montana, which also have a significant gambling culture.

Overall, more than 2 percent of adult Americans are said to be impacted by gambling disorders.

However, it’s unclear how much casinos themselves are contributing to this problem. Obviously, they provide an avenue for adults over the age of 21 to readily gamble, but what else are they doing to contribute to the problem?

“There’s the old adage, when you go to the casinos in Las Vegas or even if you go to the casinos here, there are no clocks,” said Mike Seitz, who is in charge of economic development for LaPorte County, Ind., home to Blue Chip Casino. “They don’t want you to know what time it is. They want you to stay there and gamble. That’s why they have the restaurants there because they want you to stay and eat and then go gamble again.”

That’s why, as Swankler said, many casinos also have signs and literature available to help people with gambling addictions. Additionally, to combat some of the potential damage it may have done to the community — perhaps also to its image — the Blue Chip Casino also participates in a number of charitable events.

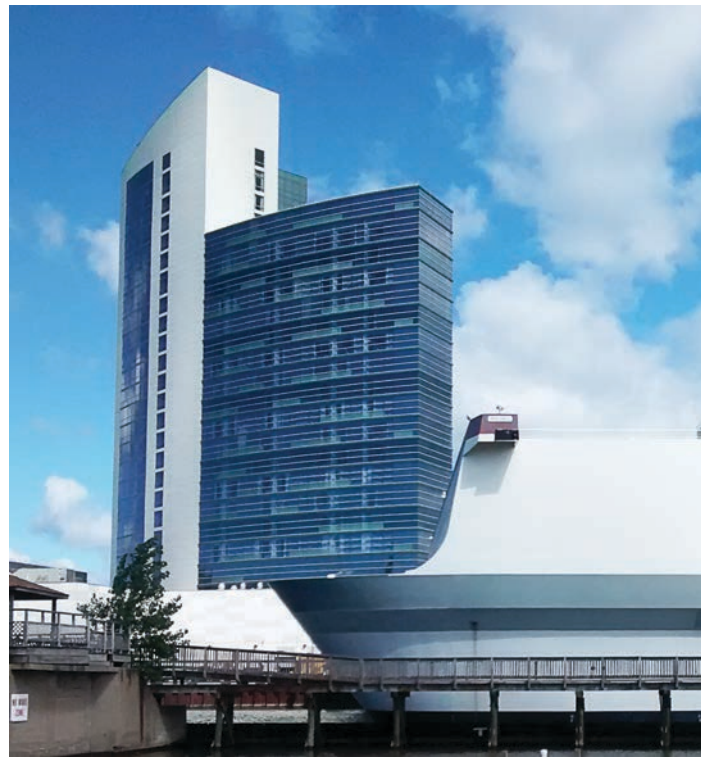
Each year, the Blue Chip Casino hosts many events in the community to benefit charities and other nonprofit organizations, such as a large silent auction where all of the proceeds go to the United Way. And that’s only the tip of the iceberg when it comes to the economic impact it has on the county.

“It really helps the community in many different ways,” Seitz said. “First of all, it employs a lot of people and all of those people pay taxes, which really helps out all of the communities. The Blue Chip is very generous in helping and supporting nonprofit organizations throughout the community. Blue Chip provides finances or money for developing in Michigan City and LaPorte County.”

In fact, in the Indiana Gaming Commission’s 2017 annual report, more than \$45 million in taxes were generated from the Blue Chip Casino, with roughly \$38 million coming from wagering tax and roughly \$7 million coming from casino admission tax. Much of that money goes to LaPorte County, Michigan City and the state of Indiana.

That’s why, even given some of the difficulties that a casino can cause for its community, Seitz views the Blue Chip Casino as a net positive.

“It’s one of the economic engines of the community and an asset to Michigan City, the city of LaPorte and the county,” he said.



*The Blue Chip Casino in Michigan City, Ind., has generated more than \$45 million in taxes. The casino has also participated in numerous charitable events raising money for LaPorte County nonprofits. (Public domain via Wikimedia Commons)*



*Concerns of gambling addiction and its potential impact on the community and local families has led some municipalities to turn away proposed casinos. (Shutterstock.com)*

Casinos can contribute to a number of problems in its community. It can ruin families and lives, but the gambling industry significantly benefits municipalities and creates thousands of jobs while providing its community with ample economic development. It’s no wonder that so many people are divided when it comes to a casino’s overall impact. **M**

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# Preserving the past: *Shelby earns CLG status for historic conservation*

By JULIE YOUNG | The Municipal

**Every community has a story to tell. It may include the notable people who once called their city or town “home,” the important innovations and industries that contributed to the growth of the nation as well as the quirky claims to fame that put their municipality on the map. No matter what makes your community special, its history is embedded in the buildings, grounds and other tangible evidence that pays tribute to days gone by, and it is important to keep that history alive.**

Shelby, Ohio, understands how vital historic preservation is to a municipality and it is doing its part to preserve the past for present and future generations. By earning its Certified Local Government status, it is now able to apply for federal and state grants that will help rehabilitate registered historic properties for the benefit of all Buckeyes.

“We did some serious work to achieve that status,” said Patricia Carlisle, chair of the Shelby Historic Preservation Commission. “It took us the better part of eight or nine months, and we were very blessed to have some people from the Ohio History

Department who gave us some tips on collecting the information necessary to our portfolio that was sent first to the state and then on to Washington, D.C.”

### Creating an action plan

In order to become a CLG, Shelby had to create a qualified commission of five members who designate historic properties and review changes to the historic environment. The city also had to have an ordinance designed to protect historic resources and offer guidance to those wishing to make changes to historic sites, buildings and

districts as well as a procedure for identifying historic properties that can be surveyed, recorded, designated locally and nominated to the National Register of Historic Places. It also had to create a public participation program that invites and encourages citizens to engage in the community’s historic preservation program.

It was a lot of work, but in the end, it was worth it. Now that its status as a CLG is official, Shelby has just applied for a \$20,000 grant that will enable it to create a solid preservation plan that will help it prioritize what projects it needs to tackle over the next five to 10 years.

“The money will help us hire a professional to assist us with the plan draft, make sure all of the components are in place and that it is a nice package that is unique to Shelby,” Carlisle said. “One project that means a lot to us is the Historic Center District that has been on the National Register since 1982. The buildings can use some touch-up, some refurbishing and some rehabilitation so that they can be repurposed.”

**LEFT:** *Shelby, Ohio's, Historic Center District, which has been on the National Register since 1982, will be one beneficiary of the city's Certified Local Government status. This status will open the way to seek grants to fund touch-ups, refurbishing and rehabilitation. (Public domain photo)*

**RIGHT:** *The Shelby Bicycle Company manufactured bicycles in Shelby from 1925-1953. Among its catalog of bicycles were the "Lindy Flyer," named for aviator Charles Lindbergh, and the Donald Duck bicycles of the '50s. Pictured is a Donald Duck bicycle that is on display at the Shelby museum. (Photo provided)*



### Where's the fire?

One project that will likely benefit from the preservation plan in time is the Shelby fire station, which was built in 1872. For decades, the city has been in need of a new building for its fire department, and when local businessman and philanthropist Grant Milliron offered to donate the money for a new one, Shelby Mayor Steve Schag said it was a "grant" the city couldn't turn down.

"Mr. Milliron had been directly impacted by the Shelby Fire Department, (which) came to his aid when his recycling facility was impacted by a major fire," Schag said. "With the new building, everything will be under one roof where our vehicles, at the current moment, are stored on other sites."

While the footers for the new building have been poured and the city is excited about the new fire station, there is a lot more buzz about what is to become of the historic site.

"It is an important building and we realize that, so at this time, we are having it evaluated by an engineer for structural stability, and when we received those results, then we will turn the recommendations over to the city council and then begin making future plans for what we might do with it," he said.

Tom Claybaugh, a local resident who has been involved with Shelby history for three decades, said when considering a site for historic preservation, it is important to get the public interested in it and invite their input. He said the more you encourage the public to get involved, the better the outcome.

"History isn't only about what happened in the past," Claybaugh said. "History is made every day, and when you preserve those things that are important for future generations, it can help a community's economic development in the here and now."

And that benefits everyone. According to the National Trust for Historic Preservation, there are six practical reasons to preserve old buildings. Naturally, there is intrinsic value in keeping buildings that are constructed of quality materials and rare hardwoods. A building may be full of interesting details and hidden gems that cannot be reclaimed once they have been destroyed. New businesses actually prefer to be in old buildings as do other organizations — as demonstrated by Shelby's only library, which is on the National Register of Historic Places. Older buildings tend to attract people, which can encourage foot traffic and spending in a community's downtown or main street districts. They are a reminder of a city's cultural heritage, and once they are gone, they can never return. Shelby's rich history



**RIGHT:** *With a new firehouse being built on another location, Shelby's historic fire engine house will be structurally examined before a new purpose is determined. (Photo provided)*

is one that Carlisle, Schag and Claybaugh are determined to preserve now and in the future.

"As I get older, preserving history has become more and more important to me," Claybaugh said. "You appreciate the years that are behind you and you want to make sure to try and keep the past intact. Of course, not every building can be saved, but I think we should do what we can to separate the good ones, resurrect them a bit and make sure everyone benefits from them." **M**

## Shelby, Ohio

Founded: 1834

Incorporated: 1921

Population: 9,171 (2012)

**Notable history:** The world's longest-lasting incandescent light bulb — known as the Centennial Light — was created in Shelby; it has hung from the ceiling of a California firehouse for nearly 113 years. The city was also home to Shelby Gum Co., the manufacturer of Shelby's Original Blow Gum. A pioneer in cycling, the Shelby Bicycle Company was located there, and each July, the city holds Shelby Bicycle Days.

*Hackers are zoning in on law enforcement agencies, which are storing more data online than ever before. With ransomware, hackers can hold data hostage unless they are given an often sizable sum of money. (Shutterstock.com)*



# Securing vital data within law enforcement agencies

By ANDREW MENTOCK | The Municipal

**The digital age has brought about a number of advancements in law enforcement procedures: from the way information is stored to how departments communicate. But while in many instances technology has improved the capabilities of a police department, in some ways it's also made their lives riskier.**

Securing data within law enforcement agencies is becoming more and more difficult as the amount of information police departments store online grows. An increasing number of departments are utilizing body cameras and that footage has to be kept somewhere. This is also true when it comes to evidence and other pieces of information.

"If you run an organization, being hacked is an issue because you are a target," said Justin Fitzsimmons, a program manager in the High-Tech Crime Training Services department of SEARCH. "No

matter what your organization is doing, the data that you're holding (and) storing online makes you a target."

Of course, it is critical to the justice system to have evidence and other information that police officers gather kept out of the hands of hackers who may use it for malicious reasons. The scary part is that there are a number of ways for hackers to target police departments.

"For example, if you've got a police department that has everything, all their reports and evidence, stored on a network-enabled computer," Fitzsimmons said. "If that computer isn't partitioned off from

the internet, potentially anything that's in there is at risk for some type of intrusion event. It could be as simple as a phishing scam that someone opened up on a computer that was connected to that network or to those servers, or it could be something much more nefarious in terms of an intrusion event by a sophisticated hacker."

Unfortunately, Fitzsimmons said there is no way to ensure that a police department is completely safe from hackers; however, there are plenty of steps a department can take to minimize the threat of cyber attacks.

### Awareness

The first step in the process is to raise a department's overall awareness when it comes to potential cyber attacks — and that includes more than just sworn officers. Administrators, secretaries and anyone working within the department's network needs to understand what the potential threats are and where they might encounter them.

"One of the biggest issues is awareness: making sure that department personnel — not just sworn officers but everybody — is aware because it could be something as simple as an admin staff clicking on a link in an email that they think is related to a case, when in fact it has nothing to do with the case," Fitzsimmons said. "And embedded in that link is something that is going to allow that sort of backdoor or trojan to hack into the department's network."

### Multiple prongs

There are multiple ways that a department needs to prepare itself when it comes to dealing with a potential cyber attack.

"The second thing is it's not a one pronged-attack," Fitzsimmons said. "There are multiple prongs when it comes to dealing with this issue. A department needs to have multiple things going on at the same time."

This includes a plan for how everyone in the department can avoid cyber threats and what measures need to be put in place in order to combat attacks that occur. That means also having specialized trainings.

"You need to train the people within the department to make sure they are not opening themselves or the department up with whatever they're doing online," he said. "If they need to use their work computers, make them avoid places where they may run into phishing schemes and things like that."

It's also a good idea to come up with do's and don'ts for each department or position.

"A patrol officer is going to have a much different responsibility than a detective who is handling cyber crimes or someone who's handling serious physical abuse crimes or property crimes because that detective may have to use the computer and be a lot more active than would a patrol officer," he said.

This also means making sure everything is backed up in case information is stolen. That way a department isn't at a total loss if a hacker comes along and steals all of its information

### Create an adaptable plan

Hackers are coming up with new cyber attacks every day, so it's imperative that a police department dedicates itself toward continually learning about new threats and updating the plan accordingly.

"This is an ongoing plan, and it's an ongoing process," he said. "You need to figure out the steps that are best for your department in terms



*The city of Atlanta, Ga., found several of its key computer systems shut down by hackers in March 2018. The hackers demanded \$51,000 in Bitcoin to reenable affected systems. (Shutterstock.com)*



*Routinely updating software can patch vulnerabilities in department's networks. (Shutterstock.com)*

of the size, in terms of the network capabilities, in terms of the network infrastructure, IT and what you have setup. It's figuring out what you need on an ongoing basis, whether that means software patches or additional training."

This also means that officers and staff should update their computers frequently.

"People always laugh at the software updates that you get but there's a reason for that," he said. "Those patches are to cover the newest viruses that are out there, and if we don't update our operating systems, whether it's Microsoft, iPhone, or whatever, that we're using, they were vulnerable. Our devices are vulnerable."

At the end of the day, a police department needs to remember a hacker's goal and be mindful of any sensitive information that they might be after.

"The hacker or the person who is phishing for the information is generally looking for something that they are going to be able to (gain from, such as) selling financial information or identification information or using that information to gain control over the person they got it from," he said. **M**

# Urban wetlands offer numerous benefits



*Wildlife soon moved into the neighborhood thanks to a created wetland in Albany, N.Y. This wetland was created to mitigate decades of flooding in the Hansen Avenue neighborhood of Albany. (Photo Provided)*

By DENISE FEDOROW | The Municipal

**Often when we hear about wetlands being restored or developed one thinks it's for the conservation of wildlife, and while that might be true, the creation of wetlands has numerous benefits for cities and towns.**

According to the Natural Water Summary on Wetland Resources by Mary Kentula, with the U.S. Environmental Protection Agency, there are three types of wetlands: natural, enhanced and constructed.

Natural wetlands are those that have been allowed to remain in their natural state despite development around them. Over the past few centuries, many natural wetlands were drained to accommodate human habitats, changing the migratory pattern of birds and changing local climates.

Enhanced wetlands are those that have been restored or altered in some way to provide shelter for a particular species of birds or other wildlife. A constructed wetland is one that was created where one wasn't before. Created wetlands are usually

constructed to mitigate flooding issues or to treat wastewater or agricultural runoff.

A fourth type of wetland being studied by Dr. Monica Palta is what's being called an "accidental wetland." Palta, a professor in the School of Life Sciences at Arizona State University, said, "In general, most cities have a big chunk of abandoned land that progress into natural systems."

For example, in Detroit foreclosed properties became urban meadowlands as wildlife took over the abandoned properties. But she said most cities have water they need to get rid of and need a place to divert the water into. In Phoenix that is the dry bed of the Salt River while on the East Coast it was a large train yard and a multi-use area that became a dumping ground for the turnpike.



*This "accidental wetland" occurred naturally next to a turnpike in Jersey City, N.J. This is one of the accidental wetlands that Dr. Monica Palta, a professor in the School of Life Sciences at Arizona State University, has studied. (Photo provided)*

Accidental wetlands are fed by different water sources — precipitation, runoff from upland areas and discharge of treated wastewater. In accidental wetlands vegetation is naturally appearing. "Seeds are constantly being transported" by the wind or birds, Palta said; and if the plant is conducive to water, it will hold. To designate a





*The dry Salt River bed becomes an accidental wetland when water collects there after a rain event or from runoff. Dr. Monica Palta has been studying this accidental wetland to see if the ecosystem is functioning and was pleasantly surprised to find that it is without any assistance. Locals come to this area to get some shade and respite from the Arizona heat. (Photo provided)*



*This is the created wetland in Albany, N.Y., in August 2017—just six months after construction was completed and four months after plantings. Commissioner Joe Coffey remarked that already at this point the wetland looked as if it had always been there. (Photo provided)*

wetland, Palta said it needs to have three criteria: plant life — two common wetland plants are cattails and phragmites — certain soil processes and water that stands for at least two continuous weeks.

“Accidental wetlands provide ecosystem services such as nutrient removal, heat mitigation, recreation and enjoyment, carbon sequestration, water storage, groundwater recharge and provision of wildlife habitats. They are formed not through deliberate restoration or management activity but as a product of land use and water infrastructure decisions by municipalities,” according to Palta in a paper written for *Frontiers in Ecology*.

Whether a municipality should encourage accidental wetlands is “contingent upon the type of service or disservice it might provide and whether it causes more of a benefit or a nuisance,” she said.

One concern could be that the accidental wetland is breeding disease or mosquitos; however, Palta said studies have been conducted that show backyard containers are more of a breeding ground than wetlands.

Her studies have also shown that these wetlands do provide beneficial services, but she cautioned against a blanket approval for this type of wetland.

“They certainly require a different set of conditions than other wetlands but are certainly worth taking the time to evaluate,” she said.

In Phoenix, the dry Salt River bed — abandoned when water was diverted to reservoirs — is being utilized by those in the neighborhood and some homeless people as a place to get respite from the heat. She said that is a great benefit of these wetlands, but signage should be posted to not come in contact with the water, particularly after a rain event.

Palta said, when she first began her study, she didn’t expect to find any type of beneficial function so it has been “very encouraging to see that the ecosystem is functioning naturally — plants are thriving and the soil starts behaving like wetlands and its choosing to do it on its own.”

### **Constructed wetlands**

One city that has seen success with creating wetlands is Albany, N.Y. Joe Coffey, commissioner of water and water supply for the city, talked



*Construction of the created wetland in Albany was ongoing in this photo and water was already starting to collect. The wetland was part of a two-part solution to mitigate flooding in a neighborhood of the city that fell victim many times to “horrific flooding.” The city also installed an underground detention gallery under a baseball field in the neighborhood. (Photo provided)*

about the city’s experience. Prior to becoming commissioner, he worked as a consulting engineer and environmental engineer.

“During 2014 we had a couple of severe storms that dumped over 3 inches of rain in 45 minutes. We had horrific flooding throughout the city,” he said.

The catch basins and sewers were full, flooding neighborhoods. After this event, Coffey, the mayor and deputy commissioner held a public meeting and about 200 to 300 people showed up. Coffey said they invited everyone to share and it was a long meeting.

“There’s only so many times that you can say, ‘I’m sorry, I understand’ when you hear how they lost wedding pictures, childhood pictures and irreplaceable memorabilia because of flooding,” he said, adding that the problem had been going on for decades.

The mayor and neighborhood associations worked together and No. 1 on the radar was two neighborhoods — Hansen Avenue and Ryckman Avenue. Coffey said the plan was to accommodate the first 3 inches of rain. There was a two-part solution: creating gallery underground storage for 750,000 gallons at Babe Ruth Field and an adjacent wetland ▶

that has the capacity for a half-million gallons of water. Both projects lie along the Beaver Creek trunk sewer.

At Babe Ruth Field the stormwater is separated into an underground detention gallery, which acts like a detention pond but is underground, and then released back into the combined sewer to clean and separate flow into the treatment plant before being discharged into the Hudson River.

The underground gallery is made from semi-circle chambers of HDPE structures surrounded by crushed stone and covered with a membrane.

"In this case, we put an outfield over it," Coates said, noting the baseball field's outfield covers the detention gallery.

The city received a "fair amount of funding" for the adjacent constructed wetland because it was recommended by the Department of Conservation.

"The cool part of the wetland is within six months it looked like it had always been there," Coffey said.

The purpose of the wetland is that it detains and slows down the rate of stormwater and also cleanses it.

"So it's not just water off the street; you get some settling of debris and other natural cleansing mechanics," he said.

This project received recognition from the Green Innovation Grant Program because of its water quality impact.

A pending project the city is working on is a way to collect and retain the stormwater in the underground gallery and use it to irrigate the outfield. It is also working on connecting all the stormwater management facilities to manage release. It has an Opti system at the wetland so city workers can monitor when to open and close valves and how quickly or slowly to release the water after a rain event.

Coffey said the city has the technology and wants to take full advantage of it.

"With climate change, we're likely to see more significant extreme storm events. What used to be called 100-year storms are now called 50- or 20-year storms because they're happening with much more regularity," he said. "We're certainly seeing that here."

Coffey said it cost about \$1.8 million to construct the project with the capacity to handle 1.1 million gallons of water. He said there is some maintenance involved, but there's also a recreational aspect for people to enjoy nature. The completed project has also encouraged fauna and other wildlife to manage insects.



*This created wetland on Craven Street in Asheville, N.C., was part of a public-private partnership with New Belgium Brewing. There's a nearby greenway where folks can walk and enjoy nature. (Photo provided)*

"We've not had a mosquito issue — there's enough flow so it's not standing water," he said.

#### **Asheville's wetlands and rain gardens**

Asheville, N.C., completed two projects within the last four to five years utilizing wetlands and rain gardens.

Stormwater Services Manager McCray Coates shared the Craven Street project, saying it was a public-private partnership with New Belgium Brewing and the Clean Water Trust Fund. New Belgium opened a new facility in Asheville and donated land for an easement and to widen the road in order to create a greenway. The city created a parkland complex that incorporates six-tenths of a mile of greenway.

"It's where folks can interact with nature," Coates said, adding that it is open to the public.

The Craven Street project was completed last year and is in an area of the city known as the River Arts District, which is two minutes from downtown Asheville and a growing area. Coates said the city "included major stream restoration and put some neat plantings in there."

Creating wetlands helps the city clean water, too.

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“It’s a really good process. Any sediments or solids get cleaned and filtered before going into the treatment plant or the river—it’s like a chain of water treatment,” he said.

Asheville has a stormwater utility fund and projects like this that provide water quality treatment can be included.

The second project was the Lake Craig-Azalea Road project, which included a new bridge and a drive going into a soccer complex. The project also provided pedestrian and bike facilities. On the other side of the river is the Western North Carolina Nature Center, which several natural species call home.

“It’s a regional attraction,” Coates said.

This project saw major stream restoration to stem flooding and satisfy the high need for pedestrian access. The city was able to add a new roadway and another water feature entering into a roundabout designed to look like a soccer ball. The roundabout has a rain garden that allows water into the roundabout, and once the treated water leaves the roundabout, it enters into a stocked trout stream.



*This bioretention pond at Azalea Road in Asheville has more plantings than a normal retention pond for aesthetics and to help treat the stormwater. Stormwater Services Manager McCray Coates said any time the city does roadwork now they are incorporating stormwater features like porous pavers, biocells, etc. (Photo provided)*

Coates said rain gardens can be designed to fit a big or small area, adding that the city always looks to add a stormwater element when creating new roadways.

“Being in the mountains we see a lot of (drainage) so stormwater management is a very big

priority here in town—people in Asheville love to see water quality,” Coates said.

So whether you’re having flooding issues, want to pre-treat your water naturally or provide a serene, cool natural haven in your city, creating a wetland might be something to consider. **M**

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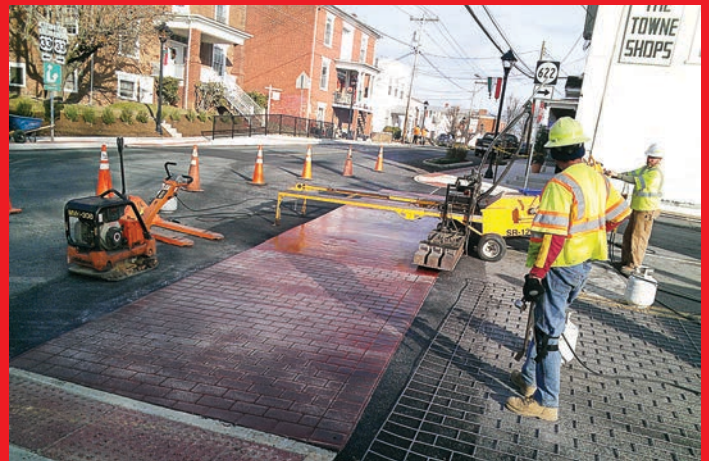
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Several enhancement projects to downtown Stanardsville, Va., have refreshed its appearance while also improving walkability and safety for residents and visitors alike. (Photo provided)

Workers give the appearance of brick to a crosswalk in downtown Stanardsville, matching the surrounding buildings' historic brick charm. Grants have helped move the streetscape forward. (Photo provided)

# Enhancements draw businesses to downtown Stanardsville

by CATEY TRAYLOR | The Municipal

**Since 2014, the town of Stanardsville, Va., has dedicated significant amounts of time and funding to the revitalization of the downtown corridor. While many projects have been focused on refreshing the town's physical appearance, resident well-being, quality of life and safety have also been major considerations in the allocation of funds.**

In 2016, the Virginia Department of Housing and Community Development awarded the town a \$1 million downtown revitalization grant to be used for facade improvements on commercial buildings on Main Street, housing rehab projects for low- to moderate-income families and the construction of a performance pavilion and farmer's market in the town. Previously, the town had been awarded more than \$400,000 in grants for streetscape enhancements including the construction of pedestrian-minded sidewalks and crosswalks, installing enhanced street lighting, and beautification efforts throughout the downtown area.

"The common thread of all of these projects is to improve the physical appearance of the town and provide the kind of things that will entice people to come and visit," said Roy Dye, executive director of Stanardsville Area Revitalization, or STAR. "The physical improvements aren't just cosmetic, though. They ensure the safety of pedestrians, make the town more walkable and, therefore, encourage more activity downtown both from residents and visitors."

The initial grant covered the revitalization of a three-block, 900-foot stretch of downtown, which included constructing two new

crosswalks, connecting old and new sidewalks, adding curb extensions where necessary and installing street lighting at key locations.

"We hear a lot of positive comments about these efforts, especially about the streetlights," Dye said. "They allow us to further beautify the town by adding banners — like welcome signs, event promotions and holiday celebrations — and also make downtown safer and more welcoming once night falls."

Mayor Gary Lowe said the project brings nothing but good things to Stanardsville, and the addition of the major project — the performance pavilion and farmer's market — will be especially vital.

"This is great news for Stanardsville," he said in a 2016 press release. "We will work with property owners to renovate storefronts in the downtown area and start to build the performance pavilion and farmer's market. Together with the new sidewalk extensions, this will give a tremendous boost to our ongoing revitalization efforts."

The initial project was so well-received the town decided to use some of the funding from the second grant to continue these efforts.

"Phase two will extend the new sidewalk network on Main Street by expanding those sidewalks further downtown to the shopping



*Streetlights have been installed at key positions, providing another boost to safety and appearance. Positioned as a gateway to the Blue Ridge Mountains, Stanardsville hopes to tap into tourism and offer an unique experience for visitors. (Photo provided)*

center. Right now, people who walk there are walking in the street and it's a very unsafe situation," Dye said. "The expansion will continue throughout the rest of town, too. The lengthier extension going east will make it easier for people to walk through town to the pharmacy and will allow low- and moderate-income citizens easier and more direct access to a local nonprofit that provides them services."

In addition to new sidewalks, streetlight installation will continue in both directions, as well as minimal beautification efforts, Dye said.

The latest town census reports only about 400 permanent residents in Stanardsville, but Dye believes the town's location at the base of the Blue Ridge Mountains provides a unique opportunity for a rich tourism industry.

"We're a gateway to the Blue Ridge Mountains, so the thought is a lot of folks coming down the mountain will see as they approach town things that spark their interest," Dye said. "The hope is a robust farmer's market and accompanying bandstand will attract visitors, who can then enjoy our new sidewalks and improved landscaping."

The farmer's market and performance pavilion are slated to sit near the town high school, a hub of community engagement. The hope, Dye said, is that each Saturday residents can enjoy live music as they do their weekly shopping.

"Our thought is every weekend there will be some kind of music going on," he said. "Coming to the market will be an event — residents will see their friends, listen to music, even grab a bite to eat."

The revitalization has been well-received by residents, and even contributed to an uptick in commercial business presence in the town.

"We've had a new bank open a branch office in town, a new restaurant recently opened its doors, a lawyer's office opened here and an



*New sidewalk extensions allow low- to moderate-income families to navigate Stanardsville, including reach a local nonprofit that provides beneficial services. (Photo provided)*

optician is now downtown on Main Street, too," Dye said. "Our efforts are gradually beginning to have the impact of attracting new commercial enterprises, which is what we're trying to do."

The revitalization of downtown Stanardsville is long from over, but Dye said the effort that went into getting to where they are now has been worth it, and he encourages other cities to do the same.

"There's a lot of grant money available out there," he said. "And projects like this are the kind of thing communities should be doing to better the quality of life for their residents. It's been worth it tenfold for us."



# Needle exchange program launches through fire and EMS department

By **BARB SIEMINSKI** | The Municipal

**As the opioid epidemic continues, responding in a positive, life-saving way that lacks judgement toward its victims grows more vital. To address the epidemic, the firefighter paramedics of Havelock, N.C., have launched the first-ever legal syringe exchange program (SEP) headed by fire and EMS in the U.S.**

“The catalyst for this program began with our medical director being approached by the state medical director, Tripp Winslow, about starting a SEP last year in helping to reduce the amount of HIV/HCV (hepatitis C) as well as the many other medical problems associated with sharing needles or using dirty needles,” said Steve Coffey, assistant chief of Havelock Fire-Rescue Department, based in Craven County. “We also started the Narcan program for the local police department as well as opioid rescue kits to provide to users and family/friends of users, as well as treatment options and rehab centers.”

The Havelock endeavor officially began Nov. 17, 2017, as a group effort among Winslow, the medical director of North Carolina Office of EMS; Tom Mitchell, chief of NC OEMS; Robert Childs, executive director for the North Carolina Harm Reduction Coalition; Craven County Medical Director Dr. Stan Koontz; Havelock Fire-Rescue Department Chief Rick Zaccardelli; and Coffey, with the support of the city commissioners of Havelock. Coffey noted this particular combination of support was vital to HFRD launching the program.

“Also, the NC Harm Reduction Coalition provides us with the needle exchange kits, bio-hazard containers as well as the nasal



**LEFT:** Assistant Chief Steve Coffey; Dr. Stanley Koontz, medical director; and Fire Chief Rick Zaccardelli are explaining the SEP program at the Havelock Fire-Rescue Department.

**RIGHT:** Firefighters/medics Chris Pereira and Brian Rice are preparing the syringe exchange kits for distribution at the Havelock Fire-Rescue Department.



## FAST FACTS



NC taxpayers paid \$50 million for Hep C treatment and \$117 million for HIV treatment in 2014 alone



Crime decreases in areas with a SEP because participants are connected to housing, food pantries and other social services



There is available funding from private foundations to cover the costs of a SEP. NC taxpayers won't have to foot the bill.



SEPs are a gateway to drug treatment. SEP participants are 5 times more likely to enter treatment than non-participants



SEPs prevent the spread of HIV, HCV and HBV, reducing the taxpayer burden for these diseases. A sterile syringe could prevent these diseases for 7 cents



SEPs collect discarded needles and dispose of them safely, thereby reducing the number of syringes in public areas



SEPs reduce needle-stick injury to law enforcement by 66%



SEPs decrease hepatitis C transmission among people who inject drugs by as much as 50%. HIV injection rates have decreased by as much as 80% in areas with SEPs

Narcan and Opioid (overdose) kits. Additionally, NC OEMS has supplied us with some nasal Narcan kits," said Coffey. "Thanks to NCHRC's donation, no tax money is being used on this program."

Coffey offered some tips for other fire department professionals who may wish to start an SEP of their own:

"Gaining community support is the biggest step," said Coffey, "and developing relationships with different groups such as Harm Reduction, and finally, obtaining the support of commissioners as well as medical directors.

"Doing this program was the hardest thing I've ever done. Once the community knows there are no tax dollars spent on this program, they are more receptive."

There are now at least 23 — and probably many more — community-based SEP systems operating in North Carolina, but these are funded by private individuals or faith-based systems. Through such SEP systems, firefighters and police undergo training on how to supply kits, syringes, sterile injection supplies and the antidotes to victims of overdose and how to collect used needles.

"This program is not only for heroin users, but anyone who wants to discard their needles safely, but the main focus is on heroin/opioid users," said Coffey, a 30-year veteran with the Havelock Fire/EMS Service.

"When we arrive on the scene we do the normal treatment, maintain their airway, provide supplemental oxygen via bag, valve mask and administer Narcan, either nasal IM or IV. Once the patient responds, we encourage them to go to the hospital. Almost all

refuse transport at which time we explain what can potentially happen without medical treatment and offer them or family/friends an opioid overdose kit or nasal Narcan to administer if needed. Depending on how much of a drug or what drug they took the initial dosing of Narcan may/can wear off and they are in the overdose state again, which is why we supply additional doses of Narcan to the friends/family members."

Most of the drugs the program officials are seeing are heroin laced with fentanyl or carfentanil (Wildnil), fentanyl, oxycontin, oxycodone, Percoset and methadone. The Narcan injection works within one to two minutes at a dose of 1 to 2 milligram and others may take five to 10 minutes with multiple doses of Narcan 2 to 8 milligram.

"The biggest challenge is gaining the trust from folks in the SEP," said Coffey. "We do not go out and actively search for IV drug users. In our area, we don't have a problem with homelessness. We are going to start reviewing all OD calls and begin to make contact with the people the following day or two. The problem is many don't want others to know about their addiction.

"Craven County medical director's plan is to have as many departments participating in the SEP program. We are the first but are starting to push it to out to other departments in the county. Bridgeton EMS (Medic 17) has recently started the program as well and has had pretty good responses. Eventually, Dr. Koontz would like to see all EMS departments participate in the SEP program."

Between HRFD and Medic 17, 350 needles have been distributed and roughly 240 ▶

needles have been collected, said Coffey, adding that he hoped there would be more as the program continues.


The number of Narcan rescue kits between the two departments is 12; nasal Narcan kits, including those from law enforcement officers is 41.

According to Coffey, Childs with NCHRC is providing the funding for the initiative.

In North Carolina, if it is the users' first time signing up for the SEP, the SEP providers must supply Narcan, either nasal or injection. Furthermore, as mentioned earlier, the laws pertaining to Narcan distribution and syringe exchange, state that it's against the law to use taxpayer monies for the SEP program.

Coffey explained that one of the beginning challenges of the program was the public perceiving that their tax money would be used to help people who overdosed, and once it was explained that tax monies would not be used, public perception became more positive. Another false impression held by part of the public was that the fire department was complicit in enabling the overdosers by giving them clean syringes, and this, too, was not true.

In fact, according to the World Health Association and the American Medical Program, it was estimated that SEP participants are five times more likely to enter drug treatment than non-participants.

Coffey invites other fire departments to contact him for more information about Havelock's SEP program at [scoffey@havelocknc.us](mailto:scoffey@havelocknc.us). 



*Firefighter/medic Trevor Heath distributes syringe exchange kits at the Havelock Fire-Rescue Department.*

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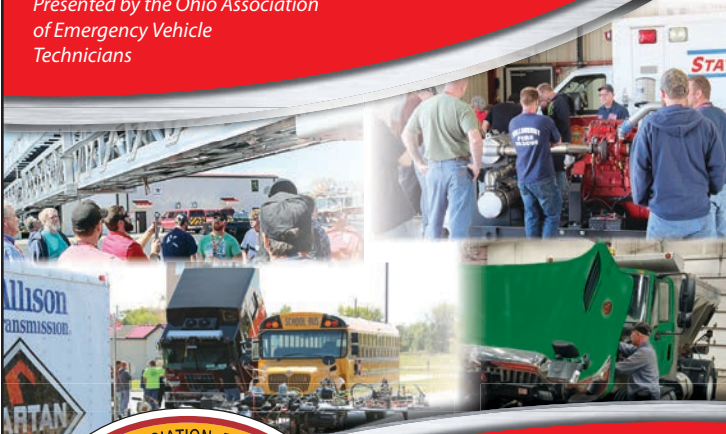
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# Engaging with the community: *How different cities combat ‘fake news’*

By ABBEY MCLAUGHLIN | The Municipal

**Social media is quickly becoming the most frequent source of news for citizens of the U.S., which has sparked a nationwide lack of accuracy and detail. The term “fake news” was only introduced a year ago, and yet it is turning into a legitimate concern even at the local level of government. With Facebook and Twitter as the primary sources of information, how can residents be sure they are receiving the complete, objective truth?**

Michael Manion, the director of community relations in Southfield, Mich., weighed in on the matter, expressing a preference of proactive media in the face of rumors.

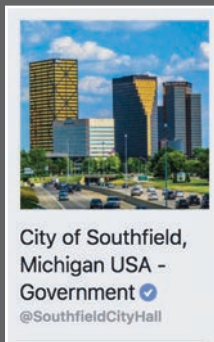
“We think it’s important that we set the record straight,” Manion said. “Oftentimes, the rumor mill can run rampant from various sources one way or another and it’s not necessarily a case of someone purposely spreading false information. Sometimes it’s misinformation or they get their signals crossed. It’s really just putting out the accurate true story.”

According to Manion, making information accessible before the miscommunication starts is the best way to avoid “fake news.” When rumors do circulate, the city chooses to address them directly both on social media and on local news websites, channels and press releases.

“Whenever we do encounter information that is not true, we do our best to rectify that and correct the record on that, increasingly on channels that we provide or we control, such as our city website and our social media channels.”

Manion oversees four social media platforms for the city of Southfield: Facebook, Twitter, LinkedIn and Instagram. Facebook receives the most traffic online and is the most active form of social media the city runs. Manion said that Facebook is a great tool for the city that is cost effective for communicating with residents.

This sentiment was shared with Chief Communications Officer Toni Bankston of Dayton, Ohio. She leads a team of five that manages accounts on Facebook, Twitter, Instagram and NextDoor — a private social networking site intended for neighborhood communication.



*Southfield, Mich.; Dayton, Ohio; and Columbia, Mo., all use social media to share news and stop any potential rumors. A verified page or profile on various social media platforms — as shown by Southfield's and Dayton's blue checkmarks — can also show visitors that the information posted on the page is authentic and official. (Photos provided)*



*Southfield, Mich., uses Facebook to alert residents that its official website is down for maintenance. (Photo provided)*

Dayton previously ran separate Facebook accounts for each city department — parks and recreation, utilities, etc. — but the city manager recently decided to disband each account in order to consolidate all the different branches and provide one cohesive story.

“We were very fragmented across lots of different platforms,” Bankston said. “One good thing about having it centralized is that people who subscribe to us are getting a cross-section of everything that’s going on in the city.”

The Dayton social media accounts have accrued a combined total of more than 30,000 followers, often using social media to connect with residents and create dialogue.

“(Facebook) is constructive,” Bankston said. “We started telling our own story. Like any market, you have media who put lots of stories out. I won’t say they’re not accurate — a lot of times they are accurate — but they don’t put out the whole story.”

Bankston went on to say that the community relations department in Dayton even creates its own videos that address rumors and clarify any confusing information.

“Facebook and Twitter work in tandem with a really good website,” she said. “A lot of times, we will drive people to our site with teasers on Facebook, where people can visit

the (city) site to learn more about the story. They don’t work exclusively, but they all kind of work together as a digital communication plan.”

Where Manion and Bankston found success in combining all the departments on one community Facebook and Twitter page, other communities prefer separate pages. Columbia, Mo., is one such example.

The community operates a little differently than others — it is a “full service” town, which means many departments that are typically provided privately, or at least separately, are all under the umbrella of the city government. These departments include a city airport, police, sewage treatment plant, water company, electric company and more. Brian Adkisson, the communication and marketing manager of the town, said that this is why they choose to provide separate pages for each entity.

Their strategy for addressing false information depends widely on the department and platform. Each page has a different demographic of users. Facebook is used primarily for announcements and general information. The communications team consists of 12 or more members working on an extensive roster of social media platforms.

“The message is, to a degree, customized to whichever account we’re using,”



*Taking a proactive approach, Dayton, Ohio, shares progress being made on the Keowee bridge from the Montgomery County engineer. (Photo provided)*

Adkisson said. “We do ‘cross-pollinate’ if you will. If the police put out something on an attempted child abduction in a part of a town, we would also share that on our main page as well because that’s of vital interest to the entire community.”

The overall strategy when faced with rumors or fake news is to respond to the confusion with a clarified press release, announcement or physical notice circulated to those involved. For example, Adkisson said, they sometimes put hang-tags on doors of those affected by a water-related issue in addition to posting something on the water company Facebook page.

When clarity is needed more immediately, Columbia oftentimes uses Twitter. The type of information, the target audience, the level of urgency and the account used are all factors.

“You have to look at each (story) really individually and figure out who is your audience and what is the best way to communicate and engage with that audience,” he said.

Where Columbia decided to specialize each social media page, Dayton prefers to streamline. All three of these community relations representatives agreed that government positions require as much transparency as possible, and social media works well in offering the public the truth more than stirring up misinformation. **M**



Telfair County, Ga., experiences sold out hotels each year during the Peaches to the Beaches Yard Sale, which stretches Highway 341. In all, the 220-plus mile yard sale positively impacts the economies of 11 counties in Georgia. (Photo provided)

# ‘Longest’ garage sales bring tourism booms

By BARB SIEMINSKI | The Municipal

**Some people would give anything to spend their vacation days at an endless garage sale. There are numerous opportunities to do just that, with a host of “longest” garage sales linking cities and towns across the U.S. The common denominator? Often a stretch of highway that passes through them.**

Peaches to the Beaches Yard Sale is billed as Georgia’s largest yard sale, and the event, which is also known as Explore Highway 341, always takes place the second Friday and Saturday in March.

Paula Anderson, secretary-treasurer of the Telfair County Chamber of Commerce, said, “Peaches to the Beaches Yard Sale is owned by Golden Isles Parkway Association Inc. The 2018 event was the 14th year of the yard sale, which is held along Highway 341 in the

following counties: Lamar County, Crawford County, Peach County, Houston County, Pulaski County, Dodge County, Telfair County, Jeff Davis County, Appling County, Wayne County and Glynn County.

“GIPA and the individual counties pay for advertisements through the vendor fees collected at each official site during the Peaches to Beaches Yard Sale. The local chamber/tourism boards keep half of the vendor fees to advertise next year’s Peaches to the Beaches

within their community, and GIPA collects half the vendor fees to continue their advertising efforts for the next year's event. GIPA is comprised of members dedicated to promoting the vast potential for tourism along Highway 341."

Georgia's longest yard sale has proven to be a boon not only for the vendors, but also for the cities as a very popular tourism event.

"Who would have thought that a 220-plus mile yard sale could have such a positive impact on the economies of 11 counties?" marveled Anderson.

"Hotels are filled to capacity; many shoppers have to go to surrounding communities to find lodging. It is the busiest time of the year for hotels, restaurants, gas stations and convenience stores. This means increased revenue for restaurants, hotels and other retail establishments; more sales tax is collected. In addition, those selling their products of garage sale items have more money in their pockets to spend locally."

As Anderson mentioned previously, there are 11 counties/cities that this yard sale runs through, so each county/city may handle its community differently in terms of law enforcement during that weekend to make sure travel is safe for everyone.

Have any cities chosen to really get behind this and promote it?

"For the most part either the chambers of commerce or tourism offices are the ones responsible for organizing this event in the different counties so local promotion is done through these groups," said Anderson. "GIPA does all the broad advertising. But the local governments definitely support it."

Also, said Anderson, there is a partnership between the counties/cities along this route through GIPA. She noted that if a city/county had an ordinance about yard sales, it was typically waived for this event.

"I recommend that anyone who wishes to begin such an event to educate themselves about all the aspects of it," noted Anderson. "Learn about miscellaneous cost, advertisements (local and broad) and who will be in charge of the entire event and who will do the same on a local basis for their community. Also, find out where vendors can set up, and what the vendor fees are. Don't forget travel and parking safety for shoppers."

Jamestown, Tenn., is in Fentress County where the Fentress County Chamber of



*Droves of people transverse US 127 looking for treasures during the World's Longest Yard Sale. Pictured is a scene in Fentress County, Tenn. (Photo provided)*

Commerce serves as the headquarters for the World's Longest Yard Sale, or the US 127 Corridor Sale, said Misty Stephens, tourism and membership director.

"We work with our county and city officials to ensure that people are safe during the event. Due to the influx of travelers along Highway 127, we work with local county and city workers to post signage along the highway to help motorists on their travels.

"There is, unfortunately, no way to calculate the actual monies being spent on the World's Longest Yard Sale, but we see the impact through our lodging facilities, retail stores, gas stations, etc. Our lodging facilities are booked months in advance for the event."

Some cities do have ordinances in place, said Stephens, and they do ask that vendors and shoppers respect and comply by the rules of the area they are visiting.

Does each city on the route promote the event?

"The event is so large at this point that one could say it promotes itself," said Stephens. "People from all across the country, even the world, know about the sale."

What about cities partnering together along the route?

"Since the yard sale is almost 700 miles, cities tend to 'do their own thing.' Each city has its own rules and regulations and we ask folks attending the sale to be respectful as

to what those cities may be asking or might require," Stephens said.

She added, "The thing I find to be so neat about this event is that you get to see a large part of rural America. You get to experience parts of the country you've never seen before."

These sales can offer literally anything and everything under the sun. Buy lawn mowers, dishes, fresh garden produce, antiques, live entertainment, harnesses and tack and so much more. The settings are equally as varied and include homes, parking lots, businesses and farms, all along the designated highway.

These tremendously popular sales are truly reflective of the old saying: "One person's junk is another person's treasure."

A plethora of sales can be found on [www.thebalance.com/the-longest-yard-sales-in-the-u-s-1389261](http://www.thebalance.com/the-longest-yard-sales-in-the-u-s-1389261) website, which lists longest sales throughout the country.

Linda Curtis of Grimes, Iowa, is president of the Iowa Highway 141 Garage Sale and described what she liked most about the sale.

"It's a lot of fun watching the busloads of people come, and some even come in limousines," said Curtis. "We just enjoy seeing people dressed up and having a good time."

Kristopher Martin, associate planner of Southwest Michigan Planning Commission and project coordinator of US 12 Heritage Trail, is already preparing for his state's longest sale, which will run Aug. 10-12 and covers 180 miles. ▶



The Michigan's US 12 Heritage Trail sale encourages people to explore neighboring communities, support local business and reduce waste through resaling and reusing. (Photo provided)

"This is a very large route and passes through eight different counties, several cities, townships and villages," said Martin.

"On our website ([www.us12heritagetrail.org](http://www.us12heritagetrail.org)), we list local attractions, restaurants, lodging and so much more. This sale attracts local visitors as well as others who travel from out of state. Some visitors make a weekend of the sale, staying in communities along the trail, which gives people a chance to connect with these places they wouldn't normally travel through and many will visit these communities at other times throughout the year. In some communities the proceeds from their garage sale go to support charities or local nonprofits."

According to Martin, his planning commission sends the cities a packet each year with flyers, press releases and posters on information about the sale to cities, visitor centers and chambers of commerce. This gives them time to pass this information to their residents, visitors or members.

Martin said he was not aware of any special rules or ordinances in place for resident garage sale participants.

As for cities along the route partnering together to promote this popular sale-a-bration, they have done so since the early 2000s when they formed a committee to push for the designation of the US 12 Heritage Route. They had members representing communities/cities along the route and would meet regularly. Sadly, the funding for such efforts doesn't currently exist, said Martin.

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“Some communities in the past like New Buffalo, Buchanan, Three Oaks, Coldwater and Saline really had a high rate of participation, to name just a few. They also in the past have planned other events, like New Buffalo’s Ship & Shore Festival that week or Saline’s Summer Festival. Other communities like Three Oaks and Coldwater have lots of open space each year for residents to rent a place for the weekend to have their sale right on US 12. They advertise this information on our website in our rental page and have their own press coverage of the event, too.”

Having communitywide and citywide events like the US 12 Heritage Route Annual Garage Sale benefits the local community and its residents by giving them something to participate in, either by hosting a sale, shopping at a sale or having new customers come by and check out their local businesses.

“It also helps others in neighboring areas to learn about what your city or town has to offer and gives them a fun experience,” Martin concluded. “Who doesn’t love a good deal and sale? This in turn also helps their local businesses and residents, as well. Garage sales also help reduce waste by encouraging resale and reuse.”

And for cities who might find themselves sharing the same stretch of road and thinking about launching their own longest garage sale, Martin said, “I would say to reach out to their local community to get input in participating in a community-wide sale. If so, I would recommend meeting with others along their proposed region and work together to advertise the sale and find a date that works well for everyone.” 



*The World’s Longest Yard Sale results in an economic boom for cities and towns along US 127, particularly for lodging facilities, retail stores and gas stations. Lodging facilities are booked months in advance for the event. (Photo provided)*

An advertisement for Sellick equipment. It features three yellow Sellick forklifts in a construction or industrial setting. One forklift is in the foreground, another is in the middle ground, and a third is in the background. The background shows a large stack of lumber on a truck. The text is in bold, black and yellow fonts.

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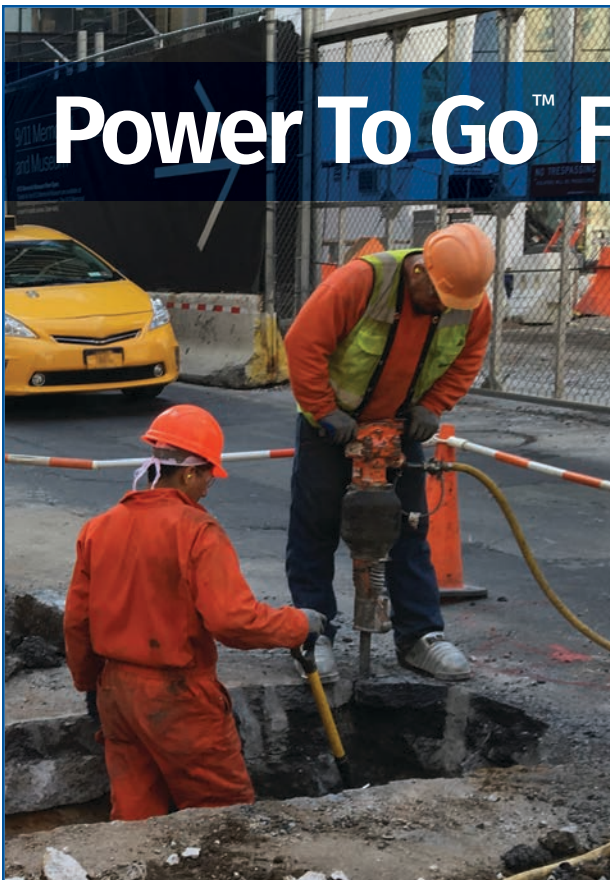
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Cooperative purchasing through National Joint Powers Alliance saved the city valuable time and money in getting its trash collection service up and running. Read the full story at [njpa.co/trash-talk](http://njpa.co/trash-talk).

Learn what NJPA can do for you at [NJPAcoop.org](http://NJPAcoop.org).

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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).

## MAY

**May 3-5 VOCS Symposium in the West**

Phoenix, Ariz.  
[www.iafc.org/events](http://www.iafc.org/events)

**May 6-8 NYCOM Annual Meeting and Training School**

Gideon Putnam Hotel, Saratoga Springs, N.Y.  
[www.nycom.org](http://www.nycom.org)

**May 6-9 North American Snow Conference**

Indianapolis, Ind.  
[www.apwa.net](http://www.apwa.net)

**May 7-10 AWEA WindPower**

Chicago, Ill.  
[www.windpowerexpo.org](http://www.windpowerexpo.org)

**May 18-20 Lancaster County Firemen's Association Annual Fire Expo**

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

## JUNE

**June 3-6 EUFMC 2018**

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

**June 3-6 International Parking Institute Conference and Expo**

Orlando, Fla.  
[www.parking.org](http://www.parking.org)

## JUNE

**June 3-6 Prima 18 Conference**

Indiana Convention Center, Indianapolis, Ind.  
[conference.primacentral.org](http://conference.primacentral.org)

**June 3-6 Safety 2018**

San Antonio, Texas  
[safety.asse.org](http://safety.asse.org)

**June 4-7 Government Fleet Expo & Conference**

San Diego Convention Center, San Diego, Calif.  
[www.governmentfleetexpo.com](http://www.governmentfleetexpo.com)

**June 7-10 International Hazardous Materials Response Teams Conference**

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

**June 9-12 Tennessee Municipal League Annual Conference**

Knoxville, Tenn.  
[www.tml1.org/2018-annual-conference](http://www.tml1.org/2018-annual-conference)

**June 10-14 Community Transportation Expo**

David L. Lawrence Convention Center, Pittsburgh, Pa.  
[web1.ctaa.org](http://web1.ctaa.org)

**June 11-13 Fire-Rescue Med**

Henderson, Nev.  
[www.iafc.org/events](http://www.iafc.org/events)

**June 11-14 NFPA 2018 Conference and Expo**

Mandalay Bay Convention Center, Las Vegas, Nev.  
[www.nfpa.org](http://www.nfpa.org)

**June 13-16 NYSAFC 112th Annual Conference & FIRE 2018 Expo**

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

**June 20-22 League of Minnesota Cities 2018 Annual Conference**

St. Cloud, Minn.  
[www.lmc.org/page/1/AC2018.jsp](http://www.lmc.org/page/1/AC2018.jsp)

**June 22-26 Georgia Municipal Association Annual Convention**

Savannah International Convention Center, Savannah, Ga.  
[www.gmanet.com/Training-Events/Annual-Convention.aspx](http://www.gmanet.com/Training-Events/Annual-Convention.aspx)

**June 26-27 Police Security Expo 2018**

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

**June 26-29 SIMA 21st Snow & Ice Symposium**

Cleveland, Ohio  
[www.sima.org](http://www.sima.org)

## JULY

**July 13-16 2018 NACo Annual Conference**

Gaylord Opryland Resort and Convention Center, Nashville, Tenn.  
[www.naco.org](http://www.naco.org)

## JULY

**July 13-17 National Association of Police Organizations 40th Annual Convention**

San Diego, Calif.  
[www.napo.org](http://www.napo.org)

**July 13-17 Florida Fire Chiefs Association Executive Development Conference**

Sawgrass Marriott Golf Resort and Spa, Ponte Vedra Beach, Fla.  
[www.ffca.org](http://www.ffca.org)

**July 15-19 Community Anti-Drug Coalitions of America Mid-Year Training Institute**

Gaylord Palms, Orlando, Fla.  
[www.cadca.org/events](http://www.cadca.org/events)

**July 19-22 Municipal Association of South Carolina's Annual Meeting**

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

**July 28-31 International Municipal Sign Association Forum & Expo**

Orlando, Fla.  
[www.imsasafety.org](http://www.imsasafety.org)

## SEPTEMBER

**Sept. 24-28 Ohio Association of Emergency Vehicle Maintenance and Repair Program**

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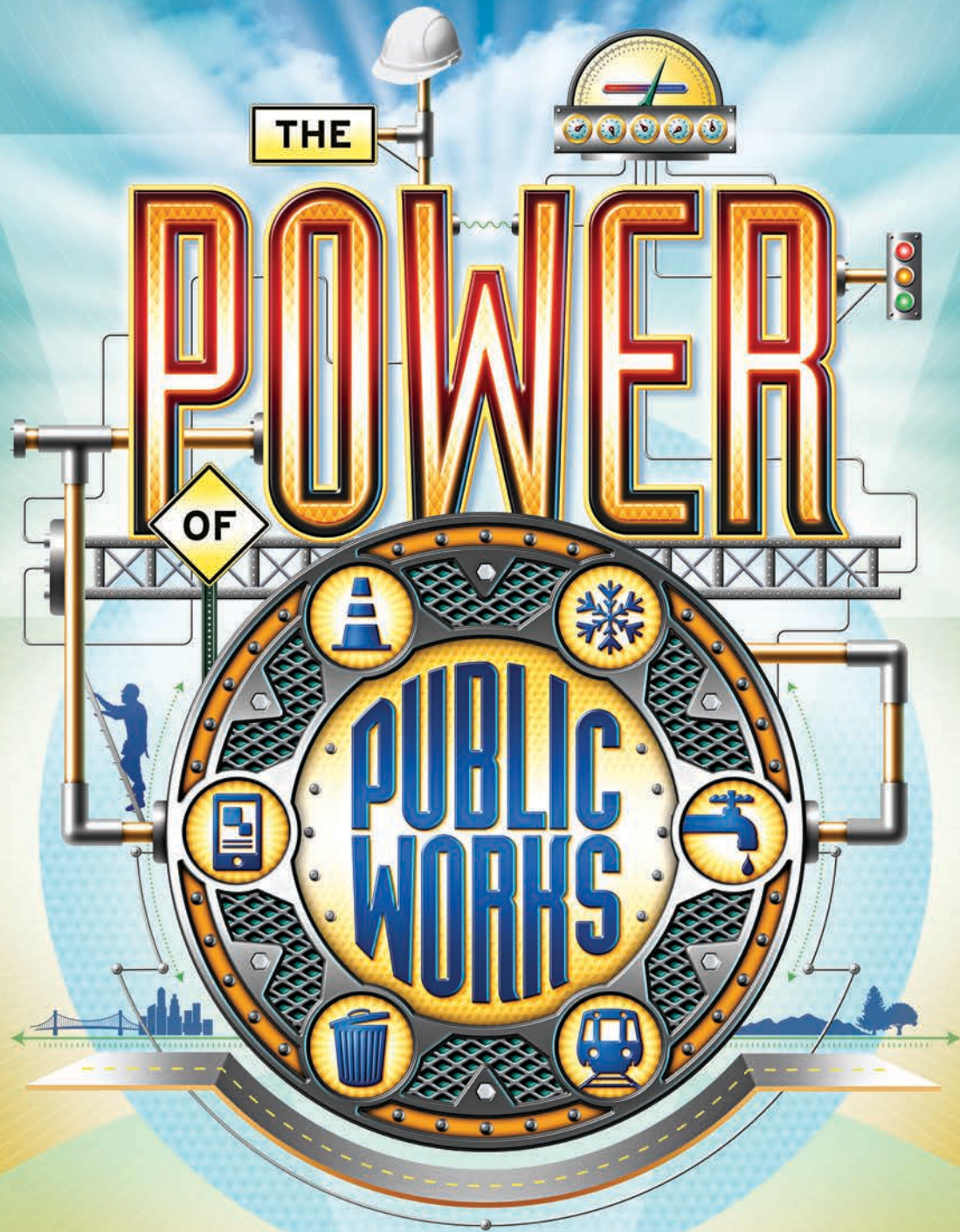


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# NATIONAL PUBLIC WORKS WEEK



MAY 20-26, 2018





# National Public Works Week *May 20-26*

Each year across North America, National Public Works Week is celebrated by the American Public Works Association's over 29,500 members in hundreds of municipalities throughout the U.S. and Canada — honoring the public works professionals who plan, design, build, manage and operate the infrastructure that ensures a higher quality of life for our communities.

## 2018's theme

"The Power of Public Works" theme for the 2018 National Public Works Week poster gives voice to the impact the many facets of public works have on modern civilization. From providing clean water to disposing of solid waste, to building roads and bridges or planning for and implementing mass transit, to removing snow on roadways or devising emergency management strategies to meet natural or manmade disasters, public works services determine a society's quality of life. This year's poster honors the vital contribution

public works professionals make every day to communities all across North America, and it invites the public to celebrate their quiet dedication and indispensable influence on our way of life.

## About the artist

Tom White owns 9 Surf Studios, which is a boutique studio specializing in branding, marketing and storytelling through typographic design, illustration and image design. He creates typographic experiences that engage the audience more deeply than the message that lies on the surface by extracting the intent from the verbal message and building its presence. Influences for his work is an eclectic mix of 13th century manuscript illumination, Victorian newsprint, carnival graphics, art deco, mid-century architecture, constructivism, basic geometry, modern manufacturing and whatever else would be an inspiring influence on the project at hand.

His approach to visual storytelling seamlessly combines design and illustration allowing for more options when developing creative solutions. He has won many awards including ADC, SPD and lots of others, along with category-specific publishing awards, including first place in the New York Book Show.



## #NPWW

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

## ON THE WEB

Learn more about National Public Works Week and access the how-to guide at [www.apwa.net](http://www.apwa.net)

Poster and information provided by APWA

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## OAEVT hosting its 26th annual Emergency and Municipal Vehicle Maintenance and Repair program

**REYNOLDSBURG, OHIO** — The Ohio Association of Emergency Vehicle Technicians will be holding its 26th annual Emergency and Municipal Vehicle Maintenance and Repair program Sept. 24-28. The event is held at the Ohio Fire Academy, located at 8895 E. Main St., Reynoldsburg, Ohio 43068.

Classes included during the even are Darley fire pump repairs; basic to advanced electrical by Spartan; air brake repairs; air conditioning systems; Cummins Engines; 10-12 EVT prep classes; Spartan Chassis; Sutphen chassis and towers; AC/Line voltage in vehicles; chassis electrical maintenance; tire clinic; Weldon multiplex electrical classes; Akron Brass maintenance and repair; diesel engine maintenance; Stryker EMS products; Gates belt clinic; Rom Products; Fire Research products; and other maintenance and repair classes for the municipal and emergency vehicles in the market today.

The event will also be a EVTCC test site at 4 p.m. Thursday, Sept. 27, and at 8 a.m. Friday, Sept. 28.

This is a tentative schedule; go to [www.oaevt.org](http://www.oaevt.org) for a full calendar schedule. Class tuition is \$425 and includes lunch all week and the Wednesday, Sept. 26, banquet dinner.

For information, contact Pat Guhde at (440) 476-8707 or [pguhde@aol.com](mailto:pguhde@aol.com).

## Dude Solutions launches new brand identity, logo and website

**CARY, N.C.** — Dude Solutions, the leading software-as-a-service provider of operations management solutions to education, government, healthcare, senior living, manufacturing and membership-based organizations, has unveiled a new corporate brand identity, logo and website. This is in addition to the expansion of its online Dude Community now reaching thousands of operations professionals across all industries.

The new logo and unique expression is an evolution of the Dude Solutions brand and represents the same great qualities its 10,000-plus clients are accustomed to, while positioning the company for continued growth and expansion. With this rejuvenated brand strategy comes the decision to graduate the brand name SchoolDude. The company's entire portfolio is now unified under the single name, Dude Solutions.

"Dude Solutions began in 1999 as a platform to make operations easier, and that will always be core to who we are," said Ed Roshitsh, CEO of Dude Solutions. "As we continue to evolve, grow and push forward, it is important to cultivate a brand identity that not only represents the operations heroes of the communities we serve, but pays homage to our legacy."

Dude Solutions will continue delivering new offerings and enhanced capabilities across its core product suites that encompass maintenance, technology, energy and events in addition to the recent introduction of its next generation Work & Asset solution. Connecting its clients is Dude Community, an interactive forum for product help, professional development, networking and sharing best practices. This online community is now available to the company's millions of users across all industries.

Since announcing the investment from Warburg Pincus in 2014, Dude Solutions has expanded to more than 600 employees and has exceeded growth initiatives through a combination of organic growth and strategic acquisitions. This trajectory is expected to continue, with plans to hire over a hundred additional employees across the organization. Many of these positions will be based out of the Dude Solutions headquarters in Cary, N.C.

"Operations leaders make life better for everyone else, yet their work is often unseen and unsung," said Roshitsh. "Our mission as a company is to empower our clients and our employees to do the best work of their lives, so that together, we optimize the operation of the millions of places we all depend on."

For information, visit [www.dudesolutions.com](http://www.dudesolutions.com).

News releases regarding personnel changes, other non-product-related company changes, association news and awards are printed as space allows. Priority will be given to advertisers and affiliates. Releases not printed in the magazine can be found online at [www.themunicipal.com](http://www.themunicipal.com). Call (800) 733-4111, ext. 2307, or email [swright@the-papers.com](mailto:swright@the-papers.com).



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## Upcoming Editorial Calendar

<p><b>JUNE 2018</b> <b>Water &amp; Energy</b> Deadline Monday, April 30</p>	<p><b>JULY 2018</b> <b>Public Works</b> Deadline Monday, June 4</p>	<p><b>AUGUST 2018</b> <b>Waste &amp; Recycling</b> Deadline Monday, June 29</p>
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# Top 10 cities with the largest residential LEED projects



In fall 2017, Abodo gathered statistics on LEED, or Leadership in Energy and Environmental Design, construction in the U.S. and put together several lists to highlight cities and states with the most projects that are LEED certified. In its findings, it found that Texas, California and New York lead the pack as the states with the most residential LEED projects. When it comes to cities, it named the metro area that includes Washington, D.C.; Arlington, Va.; and Alexandria, Va., as the LEED capital of the U.S., with 183,363,548 residential square feet and 310,943,355 commercial square feet of LEED construction projects.

However, when it comes to average square footage for residential LEED projects, Chicago-Naperville-Elgin, Ill.-Ind.-Wis., and Boston-Cambridge-Newton, Mass.-N.H., stand out. The full list of the “Top 10 Cities with the Largest Residential LEED Projects” can be viewed below.

Rank	CITY	Average size of residential LEED project (square feet)
1.	Chicago-Naperville-Elgin, Ill.-Ind.-Wis.	131,689
2.	Boston-Cambridge-Newton, Mass.-N.H.	131,109
3.	San Francisco-Oakland-Hayward, Calif.	122,096
4.	San Jose-Sunnyvale-Santa Clara, Calif.	107,198
5.	New York-Newark-Jersey City, N.Y.-N.J.-Pa.	102,322
6.	San Diego-Carlsbad, Calif.	93,662
7.	Minneapolis-St. Paul-Bloomington, Minn.-Wis.	82,691
8.	Miami-Fort Lauderdale-West Palm Beach, Fla.	82,277
9.	Naples-Immokalee- Marco Island, Fla.	78,321
10.	Seattle-Tacoma-Bellevue, Wash.	76,301



**A**

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 Aladtec, Incorporated ..... 34  
 Alunitank ..... 45  
 Andy Mohr Ford ..... 63  
 APWA, Public Works Expo ..... 70  
 APWA, Snow Conference ..... 11

**B**

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 Buyers Products Company ..... 2

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 Cargill Deicing ..... 7  
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 Global Environmental Products ..... 35

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