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The Premier Magazine For America's Municipalities

December 2018

2018 Review/2019 Outlook



INSIDE:

City officials look to 2019

The state of recycling

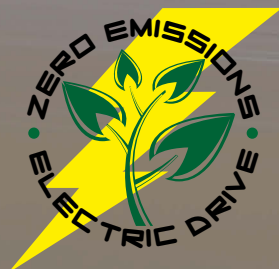


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17 Focus on 2018 Review/2019 Outlook

2018  2019
LOADING...



18 2018 Review/2019
Outlook: Mayors around the
country review 2018, look
forward to next year

34 2018 Review/2019
Outlook: Minimum wages on
the rise

36 Advertiser Directory

24 2018 Review/2019
Outlook: Cities examine
recycling practices as China
tightens ban on plastic waste

40 Building & Construction:
Iowa City witnesses multiuse
property come to fruition in its
downtown



26 2018 Review/2019
Outlook: An alternative fuel
turns heads

44 Parks & Environmental
Services: Glastonbury receives
NRPA and ICMA awards for
innovative Riverfront Park

30 2018 Review/2019
Outlook: Disbanding police
departments: A rising trend?

48 Holiday: Law
enforcement protects
community's booty from plunder



ON THE COVER

With the right methods and equipment, municipalities can stop the never-ending repair cycle of potholes and other road defects, freeing up personnel to address other projects while also saving taxpayers' money. KM International's KM T-2 Asphalt Recycler can help municipalities in the battle against potholes. Learn more on page 10.



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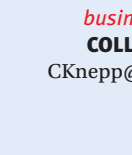
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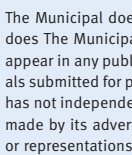
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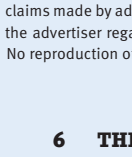
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Happy Holidays

from all of us at The Municipal

- 8 Editor's Note:** *Cautious optimism high among cities*
- 10 From the Cover:** *Breaking the pothole cycle*
- 12 Unique Claims to Fame:** *Lighthouses, Block Island, R.I.*
- 14 City Seals:** *Belgrade, Mont.*
- 38 Personality Profile:** *Making a difference: Broken Arrow's City Manager Michael Spurgeon*
- 50 Company Profile:** *Commitment to mutual benefits turns infrastructure projects from eyesores into assets*
- 52 Guest Column:** *What municipal managers should know about 5G*
- 54 Conference Calendar**
- 55 Product Spotlights**
- 56 Classified Ads**
- 59 News & Notes**
- 60 Top 10:** *Top 10 best-run cities in the U.S.*
- 61 Advertiser Index**

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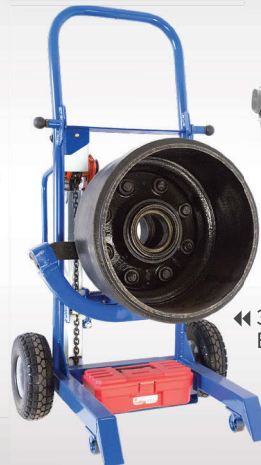
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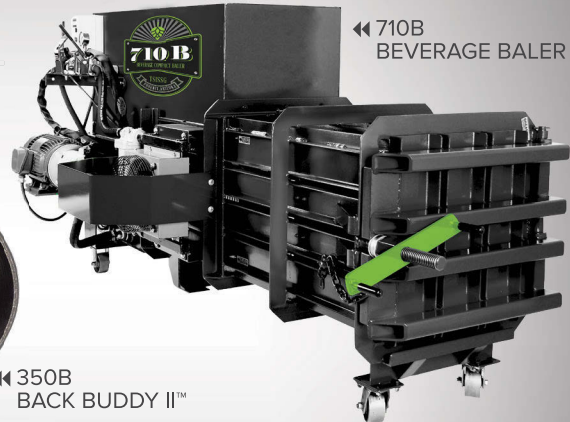
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Cautious optimism high among cities



Sarah Wright | Editor

BEING A MIDTERM YEAR, THE news channels have been dominated by numerous mud-slinging political ads — at least, that's been the case on my local stations in northern Indiana. No matter who was elected Nov. 6 — I write this before election day — municipalities are still likely to face many of the same challenges they faced beforehand: budget constraints, crumbling infrastructure and tightening revenue sources.

Still, city leaders are optimistic about 2019,

according to writer Denise Fedorow, who spoke with three mayors and one city manager across several states. Continued economic growth, the development of lands previously left vacant and the cultivation of strong downtowns topped their lists of current and planned projects. While optimistic, these city officials also remain cautious, the Great Recession not too far removed from their minds. Memories of the economic downturn have encouraged creativity and fiscal responsibility to not end up in such dire straits again.

As noted in Fedorow's article, Inverness, Fla., has whittled down its staff and entered into more public-private partnerships while also outsourcing maintenance contracts where applicable. With Florida having low property taxes, such measures have stretched the city budget further and given it more resources to accomplish certain projects.

Some smaller municipalities are even outsourcing their police departments to larger nearby agencies, which are often better equipped. This has occurred in the past; however, in 2018 there seemed to be an uptick or, at least, more headlines on the practice. Writer Andrew Mentock writes on this trend and the economics driving it — possibly linked to rural communities' struggles with the methamphetamine and opioid epidemics.

On the flip side of the trends spectrum, there are cities that are seeking to raise the minimum wage. Currently 40 counties and cities in Washington, California, Arizona, New Mexico, Minnesota, Illinois, Maine and Maryland have done so. In her article on this trend, Catey Traylor notes, a minimum wage increase "could mean the difference between keeping or losing employees and the difference between employee satisfaction and low team morale." Of course the rising minimum wage is not without its concerns, which Traylor addresses.

It will be interesting to see what 2019 brings for municipalities. The optimism is great to see after years of uncertainty and concerns that rebounds would not happen — at least not to the financial heights some cities had experienced prior to 2007. Of course some cities were hit harder by the recession, and some even experienced double whammies in the form of natural disasters, which made their recoveries even harder. But currently, there does seem to be a light at the end of the tunnel, though caution seems warranted, particularly as Goldman Sachs warned in November the economy needs to slow down to avoid a "dangerous overheating."

Hopefully, the economy will continue to thrive and 2019 will be a banner year. **M**

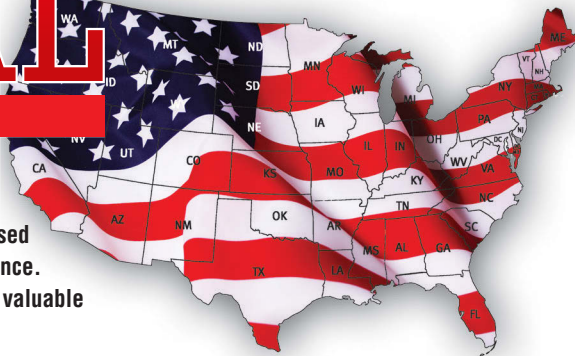


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Breaking the pothole cycle

Submitted by KM International

2018 was the year of the pothole. It seems like every news station locally and nationally had extensive coverage on what they dubbed the “pothole pandemic.” A crumbling infrastructure in combination with dwindling municipal budgets and an extensive freeze thaw cycle has created the perfect storm for potholes and lots of them. Public works departments, county road commissions and state departments of transportation are fighting an uphill battle when it comes to pothole patching. Adverse weather conditions, lack of resources, asphalt plant closures and outdated methods are all factors directly contributing to the ever-challenging fight against potholes.

Most municipalities follow a vicious pothole filling cycle that has been going on for decades. The most common pothole repair technique is referred to as “throw and go” and is exactly as it sounds, a shovel or two of patch material, usually cold patch, is thrown into the pothole and then onto the next one. The “throw and go” method has been used for decades and in the past has been a logical solution to filling potholes. However, because of the current state of the infrastructure, “throw and go” is no longer an effective or long-term solution to combatting potholes. Any municipality will tell you that it is not uncommon to fill the same pothole multiple times a week, and this has become accepted as standard.

Although “throw and go” is the most common method, it doesn’t mean it is the most effective or cost conducive method there is. “Throw and go” misses a few critical steps that can make it go from a temporary repair to a long-term solution. So, what are the proper steps to pothole filling?

Step 1: Prep the pothole

Preparation is often overlooked but can be the difference between your patch lasting for a week versus your patch lasting for a year. The preparation step consists of cleaning and, if needed, applying tack to the pothole. By removing debris and moisture from the repair area, you are ensuring there are no environmental factors that will prevent the new material from bonding with the repaired area. Applying tack will create a tighter bond between the new material and the repair area.

Step 2: Material selection

Most asphalt plants, especially in the northern half of the United States, close due to weather in early fall and do not open until the spring. This forces municipalities to patch with cold patch material for those six to seven months while the plants are closed. Contrary to the popular belief that municipalities have to use cold patch, there

LEFT: Utilizing the right methods and equipment can stop the never-ending repair cycle of potholes and other road defects. KM International's KM T-2 Asphalt Recycler can help municipalities better manage the costs of road maintenance. (Photo provided)

RIGHT: The KM T-2 Asphalt Recycler can recycle 4 tons an hour and produces a plant-quality mix or better every time. (Photo provided)

are other options out there that will allow a municipality to use hotmix asphalt year-round. Machines such as asphalt hotbox reclaimers give municipalities the ability to bulk store plant mix prior to the plant's closing and then reclaim or reheat that material during the winter. An asphalt hotbox will also allow you to maintain asphalt temps for up to two days, so no more shoveling cold and sticky hotmix. Hotmix asphalt that is applied at the recommended temps usually between 300 to 350 degrees Fahrenheit will create a tighter and longer-lasting bond between the pothole repair area and surrounding pavement.

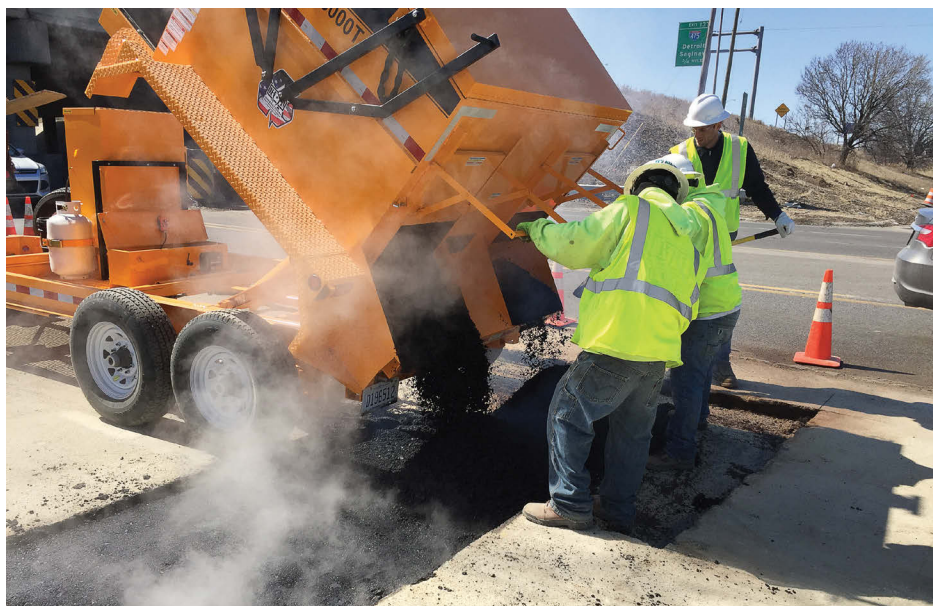
Taking it one step further, asphalt recycling machines can recycle millings and other asphalt byproducts back to their original plant-like quality. Those millings you use as base or on the side of roads can be recycled back into a high-quality patch material for winter-time patching. Another benefit is recycled asphalt on average costs 75 percent less than cold patch material.

Step 3: Compaction

If you skip the compaction step, your patch will undoubtedly fail. By compacting your pothole patch, you are condensing the patch and eliminating or reducing voids for future water penetration to infiltrate and re-damage the area. Compaction doesn't just mean hitting with the back of your shovel, it means using a hand tamp or preferably vibratory plate compactor or roller.

Equipment solutions

KM International's line of pavement maintenance equipment is a municipality's first line of defense against potholes. A municipality looking for a long-term solution can benefit from KM International's industry-leading



LEFT: By removing debris and moisture from the repaired area, workers will ensure that the new material will better bond with the repair area. Picking the right material and allowing for proper compaction also play major roles in a successful repair job. (Photo provided)

line of asphalt hotbox reclaimers. By utilizing an asphalt hotbox, municipalities can not only maintain hotmix and cold mix asphalt temperatures for two days, but also reclaim/reheat bulk-stored virgin hotmix overnight.

KM International's KM T-2 Asphalt Recycler is perfect for those municipalities with mountains of millings and other RAP asphalt material. The KM T-2 recycles 4 tons an hour and produces a plant-quality mix or better every time. Each ton produced costs approximately \$25-30. Hundreds of municipalities, road commissions and state-level DOTs rely on the KM T-2 Asphalt Recycler to keep them supplied with hotmix asphalt year-round.

Developing and implementing a preventative pavement maintenance plan is no longer an option for municipalities but a must. Because of steep budget cuts over the past several years, municipalities are being forced to work smarter in order to maintain

roads and highways. Having a plan is the first step, and then having the right equipment and personnel is the next. With the right equipment, municipalities can save time, money and labor costs while still offering long-term solutions to potholes and other pavement defects.

KM International has been a leading manufacturer in the pavement maintenance industry for 35 years. KM International's experienced staff works with hundreds of municipalities across the country to provide equipment and knowledge to offer long-term solutions to age-old pavement repair issues. 

To learn more about KM International and its line of pavement maintenance equipment, call (800) 492-1757 or visit www.kminternational.com.



The North Lighthouse on Block Island was first lit in 1829 and has undergone several renovations and replacements.



Families frolic on the lawn of the Southeast Lighthouse on Block Island, which attracts up to 20,000 visitors a day during peak tourism season.

Lighthouses, Block Island, R.I.

by RAY BALOGH | The Municipal

All photos courtesy of Block Island Tourism Council

Thousands of ships have averted disaster on the treacherous shores of Block Island, R.I., thanks to the two lighthouses that bookend the Atlantic tourist haven a dozen miles south of the mainland.

The historic nautical siblings, simply dubbed the North and Southeast lights, now serve primarily as tourist attractions, complete with museums and gift shops.

The town of New Shoreham, coterminous with the island's 7,000 acres, boasts slightly more than 1,000 year-round residents, but welcomes up to 20,000 seasonal visitors a day.

North Light

The lighthouse at the northern tip of the island was the first to be built. The current structure, completed in 1867, is the fourth incarnation of the original lighthouse.

In 1829 Congress appropriated \$5,500 to build a lighthouse at the northwest extremity of the island, but after a few years, the structure was swept into the ocean from the erosion of its sand and gravel foundation.

Congress allotted another \$5,000 in 1837 for "rebuilding and changing the location" of the lighthouse, which was built 1/4 mile inland.

A new 50-foot granite lighthouse was built on the northern end of Block Island in 1857. Eight years later, piers had to be constructed to stave off erosion endangering the structure and Congress was compelled to spend \$15,000 to build a fourth lighthouse.

The current two-story structure, including living quarters for the keeper, went into service Sept. 15, 1867. Its white light was visible more than 13 miles away.

The lighthouse's new location was a godsend to lonely keepers. Fishermen and other visitors frequently stopped by, and after a five-year legal scuffle, the island's postmaster constructed a fishing shanty near the lighthouse.

The lighthouse was automated in 1956 and deactivated in 1973 in favor of a nearby light on a steel tower.

The U.S. Fish and Wildlife Service acquired the station and surrounding acreage in 1973 and the vacated lighthouse languished at the hands of vandals.

New Shoreham established the North Light Commission to preserve the historic landmark and purchased the lighthouse and 2 acres of land from the federal government for \$1.

The light was reactivated in 1989 and a museum on the building's first floor was opened in 1993. Exhibits included the fourth-order Fresnel lens once used in the lantern room and a workbench, chart box and lunch pail used by a keeper in the 1860s.

Corrosion of the lighthouse's iron infrastructure, discovered during a 2001 inspection, prompted the removal of the tower. Repairs costing \$500,000 were made while a temporary light was put into service.



Block Island, which some describe as shaped like a pork chop, is 6 miles long with 17 miles of shoreline.



Block Island hosts an annual weeklong sailboat race, with yachts in various classes competitively circumnavigating the island.



Old Harbor is one of two manmade harbors on Block Island.

The building was restored as a navigational aid with a relighting ceremony under a full moon on Oct. 23, 2010, with the historic Fresnel lens taken from the museum and reinstalled in the lantern room. Its white light flashes every five seconds.

Southeast Light

Located atop Mohegan Bluffs, the lighthouse was built with a second congressional appropriation in 1874. The first appropriation in 1856 was diverted to replace the North Lighthouse after the previous tower was washed away in a storm.

The Southeast Light was first illuminated Feb. 1, 1875. The 52-foot octagonal brick tower served as New England's highest light until it was briefly deactivated from 1990 to 1994. The attached 2 1/2-story dwelling contained separate living quarters for the keeper and the assistant keeper and their respective families.

The original optic was a first-order Fresnel lens with four wicks burning lard oil, replaced by kerosene in the 1880s. The lens was modified in 1929 to rotate on a pool of mercury driven by a clockwork mechanism and later an electric motor.

A hurricane in 1938 inflicted severe damage to the structure and the lens had to be turned by hand for several days pending restoration of the mechanism.

Erosion threatened the lighthouse, and in 1993 the entire structure, weighing 4 million pounds, was relocated 360 feet inland, then the largest building in the world to be moved in one piece.


Ownership was transferred in 1992 to the Southeast Lighthouse Foundation, which operates a museum and gift shop in the structure and offers guided tours to the top of the tower.

The light flashes green every five seconds day and night.

Block Island

The island is accessible by airplane and by ferry from seaports in Rhode Island, Connecticut and New York.

More than 90 percent of the town's surface consists of water, including 365 freshwater ponds and two manmade harbors. About 40 percent of the island is intentionally undeveloped to accommodate its 30 miles of walking and biking trails.

The popular tourist destination also offers sailing, fishing, beaches and more than 50 restaurants during the summer season. Much of the northwestern tip of the island serves as a resting stop for birds along the Atlantic flyway. 

For more information, visit www.new-shoreham.com or www.blockislandinfo.com.

Belgrade, Mont.



It took 101 years, but the 8,556 residents of Belgrade, Mont., got a city seal.

The seal was adopted by a resolution of the city council Feb. 5, 2007, after Heidi Jensen, a newly hired associate planner, discovered the oversight and hired a graphic design student to submit several proposals.

Images in the circular seal depict both modern and antiquated landmarks, spanning the city's history from its incorporation on March 27, 1906, to the present.

According to a Feb. 13, 2007, article in the Belgrade News, "The simple design, which will grace all city correspondence and other documents, features a sketch of Belgrade's most prominent landmark—the water tower—along with one of its oldest landmarks—the turn-of-the-century Story Mill that stands on East Main Street. The seal also features the Bridger Mountains and an airplane, since Gallatin Field airport figures so prominently into the city's history and economy."

Jensen said, "Throughout the years, the grain elevator would be the center of this busy farming community and continues to be used to this day," and "even though the water tower has only been present for 30 years, it has become a distinguishing landmark, visible for miles, separating Belgrade from the surrounding communities."

Also of note is what was excluded from the seal. City Manager Joe Menicucci said designs featuring trains were rejected because they identified more closely with other central Montana municipalities.

Depictions of a mobile home park, gravel pit and casino were also scuttled during the selection process.

Jensen is optimistic about the emblem's longevity. "The seal will embody the spirit of Belgrade for future generations to come."

Belgrade, the largest city in Montana that is not a county seat, was founded by businessman Thomas B. Quaw in July 1881. He named the town after the capital of Serbia in a nod of gratitude to Serbian investors who helped finance the local portion of the Northern Pacific Railroad.

Quaw served as the town's first postmaster when the post office was established in 1887.

For the next half century, Belgrade added residents and professional and agricultural businesses until suffering a hiatus of growth during and after the Great Depression.

Belgrade cultivated a vibrant resurgence after World War II, and today enjoys the distinction as one of Montana's fastest growing communities, featuring manufacturing, agricultural, retail and biotech businesses.

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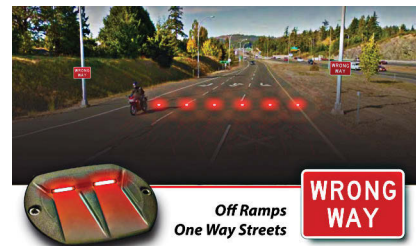
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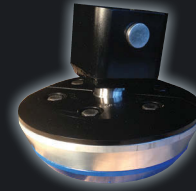
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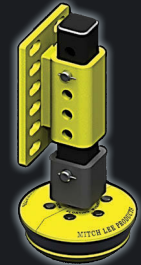
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Focus on: 2018 Review 2019 Outlook

\$16 million

The cost of the One Heart Campus that is in the works for Rapid City, S.D. The campus will provide transitional housing while also offering services for addiction, mental health and job skills development.

Learn what cities and mayors around the country have in the works for 2019 on page 18.



80 percent

The amount of waste Washington, D.C., is trying to divert from its landfills and waste to energy facilities.



Read more about how cities are addressing recycling as China tightens its ban on certain plastic waste on page 24.

22

The number of communities in California that have enacted minimum wage ordinances. The majority of these communities are working toward \$15 per hour.



More about rising minimum wages on page 34.

\$12.5 billion

Louisville, Ky., has seen \$12.5 billion in economic development within its region. These efforts are leading younger generations to call the city home.

Source: <https://www.curbed.com/2018/5/1/17306978/career-millennial-home-buying-second-city>



53,000

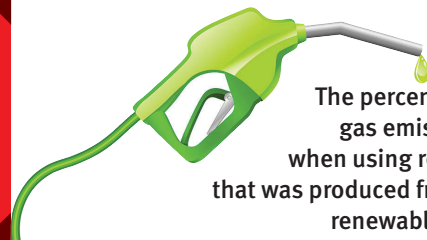
The miles of natural gas mains in the U.S. that were built before 1940. Following natural gas explosions in Lawrence, Andover and North Andover, Mass., more attention is being directed toward this aging infrastructure.

Source: www.usatoday.com/in-depth/news/nation/2018/11/01/natural-gas-cast-iron-pipeline-explosion-fire-leak-safety-phmsa/1362595002/



80 percent

The percent in greenhouse gas emission reductions when using renewable diesel that was produced from 100 percent renewable raw materials.



Find out about the other benefits of renewable diesel on page 26.

Mayors around the country review 2018, look forward to next year

2019

by DENISE FEDOROW | The Municipal

We reached out to mayors and city managers across the U.S. to see how they fared in 2018 and asked them to peek into their crystal balls to see what challenges they expect to tackle in 2019 as well as projects that are on the horizon for their cities.

The cities range in population from over 6,500 residents to 195,000 residents as of the 2010 census, and while they vary widely in population and geography, there were many shared similarities.

Inverness, Fla.

Frank DiGiovanni became city manager in 1995 but worked for the city's parks department for 13 years before being elected assistant city manager and then city manager.

Inverness is in the central part of the state and is the county seat of Citrus County. Its population in 2016 was 7,347.

DiGiovanni said Inverness has been working to reinvent itself and has been marketing itself as "a vibrant place to be experienced."

Challenges for the city have been the continuation of reinventing and reinvesting itself in addition to building upon the foundation to make Inverness a destination location to

bring in more revenue for local mom-and-pop businesses.

"We've not fully recovered from the economic downturn of 2008 — we're lagging behind the rest of the state and county," DiGiovanni said. "We're a very small town so we've got to be unique."

One way the city has done that is by investing in downtown with a streetscape project completed this year. It installed uplighting for trees, replaced stamped pavers with real bricks, improved electricity for the staging of events, redid the boardwalk, built the city garden and constructed "a military memorial to rival those in D.C."

"The challenge for us has been finding resources to make the projects work and we've worked really hard to do that," he said.

He accomplished that by reducing the payroll over the years, cutting back on middle management. Whittling down the employees from 100 when he took office to about 40. City officials looked at technology to help cut those positions, entered into public-private partnerships and outsourced maintenance contracts at the cemetery, for example.

"We cut where we can and where it wouldn't be noticeable to residents and moved those savings into investing in projects," he said.

A challenge that he sees continuing into 2019 is the "constant erosion of property



Inverness, under the leadership of City Manager Frank DiGiovanni, has invested in its downtown and launched a new capital improvement project in November. Pictured is the city's government center and city hall. (Photo by Denise Fedorow)



*Inverness, Fla.,
City Manager
Frank DiGiovanni*

taxes," which means local government has to find ways to institute fees to keep vital services going. DiGiovanni said property taxes are low in Florida and Inverness was rated by a retirement publication as a top 10 affordable place for retirees.

He is longing for valuation assessments to go up in 2019 so the city can start to see real progress. "If that starts to happen many of our problems will go away. If it stays stagnant, that's a problem. We need to be on an upward swing."

With the expansion of The Villages, a nearby retirement community, DiGiovanni hopes Inverness will be able to attract those residents with its entertainment options.



This photo of downtown Inverness, Fla., shows the historic courthouse, which was saved in part due to the fact that Elvis Presley filmed a movie, "Follow that Dream," in the courtroom. (Photo by Denise Fedorow)

Small Town Done Right is a capital investment project that kicked off Nov. 1 and will continue into 2019.

"It's a very ambitious construction project to draw in tourism and new money to the community," he said.

The Depot District is being transformed with major improvements to Liberty Park and Wallace Brooks Park on Lake Henderson. These parks will be closed for 11 months as they are rebuilt. They're situated along the Withlacoochee State Trail, which already draws 40,000 visitors annually. The project will bring increased parking, restrooms, terracing, stages, playground equipment, boat docks, an iconic water tower and an open-air pavilion market.

Nappanee, Ind.

In Nappanee collaboration between multiple agencies has brought several projects to successful fruition.

The city, located approximately 30 miles from South Bend in northern Indiana, is currently working on a project called Wa-Nee Vision 2020. This project has brought together the city, the Wa-Nee (Wakarusa-Nappanee) School System, the Boys and Girls Club and local nonprofit Family Christian Development Center



*Nappanee, Ind.,
Mayor Phil Jenkins*

in a collaborative effort to complete projects for each organization.

Mayor Phil Jenkins explained how these collaborations come about. "I think the key is communication. Staying in touch with other leaders in the community," he said. "We all had projects we wanted to do but never sat down to see how we could work collectively."

All parties began meeting regularly and then did a feasibility study. "Once we had that, we knew the community was behind it and we aggressively pursued finding funds — most of which are outside the tax base."

The project includes a new well and transmission lines, road improvements and enhancements to the new soccer complex for the city. The school system will have expanded soccer fields and facilities for the high school's soccer team, which previously played on an elementary school field.

That field is now the site of a new Boys and Girls Club, and once that is built, Family Christian Development Center will move into the Boys and Girls Club facilities, currently located in the old Central School building, which was the city's first multi-agency project.

Jenkins said this collaboration is not only happening in Nappanee, but also in Elkhart County and neighboring St. Joseph County. Shortly after he took office in 2016, a Regional Cities initiative began as well as Vibrant Communities — "a huge collaboration of all the cities and towns and nonprofits in the county with the goal to make Elkhart County a place people want to come to."

"We can get a lot more accomplished working together than individually," Jenkins pointed out.

The funding for Wa-Nee Vision 2020 came from a variety of sources, including matching grants and tax increment financing funds.

The new well project and soccer complex is currently under construction and ground was broken for the Boys and Girls Club weeks ago.

"Several businesses downtown have renovated, expanded or bought new businesses," Jenkins said, including a new breakfast restaurant, a French pastry cake shop, the expansion and renovation of the coffee shop and the beginning of construction of a sushi restaurant and brewery. A local recreational vehicle manufacturer just expanded its service facilities while a cabinet and furniture manufacturer opened an event center.

The city also launched a new website this year. "It gives us an opportunity to share our



The Nappanee Center was a partnership between Nappanee, the chamber of commerce and the public library. A former furniture store, the Nappanee Center is now home to the chamber of commerce and the city's historical museum, which had outgrown the library. (Photo by Denise Fedorow)

story more and help keep the community informed."

The city is also wrapping up a multi-million dollar, federally mandated combined sewer overflow project, which installed new separate lines for stormwater and a new treatment facility.

Workforce shortage has been a challenge for the city. "Not having enough labor force — which is a good problem to have, but at the same time it affects infrastructure, housing and quality of labor," he said.

Diversification of industry in the city is something Nappanee is working on. "Not getting away from manufacturing but finding ways to broaden the scope of products and services so we're able to withstand ups and downs. Our challenge is to find the balance between the highs and lows and prepare for that."

Another challenge Jenkins mentioned is statewide but also affects his city of over 6,700 residents. "Indiana is one of the most business-friendly states, but if you look at our social statistics — poverty, substance abuse and mental health is not as good as it should be."

The city has provided resources on its website and has taken a proactive stance by ensuring access to mental health services for employees.

Looking ahead to 2019, the challenges Jenkins expects is continued planning for the future with the knowledge that there is a limited capacity of industrial land while ►



Construction started on building a new Boys and Girls Club facility located on the grounds of Nappanee Elementary School. The project is part of Wa-Nee Vision 2020, a collaboration between the city of Nappanee and several other agencies. (Photo by Denise Fedorow)

encouraging developers to build the type of housing that fit Nappanee's needs.

The mayor said the city will continue to work with private business owners. "As individuals invest in downtown, the city will continue to invest in improving alleys and downtown parking lots."

Next year is an election year for city officials and planned improvements on gateways into the city are expected.

"I'm really excited to see the collaboration that is evident in Nappanee, in the county and has become more so in the state," Jenkins said. "I'm optimistic about 2019 and the progress we've made."

Rapid City, S.D.

For Rapid City Mayor Steve Allender, the biggest challenge is resistance to change in his community. He said there's a sense of "wanting to pay tribute to the past, but it keeps us from looking ahead."

He explained the "this-is-how-we've-always-done-it"

mindset is fine when sales tax is in the double digits, but when that flattens, it exposes weakness. One example given is that there is no policy for using the city's guaranteed reserves, and when a plan, approved by the Government



Rapid City, S.D., Mayor Steve Allender

Finance Officers Association, was suggested, it was shot down. Allender said all other challenges are "somehow related" to that like the "unsustainable budget system."

Despite those challenges, things are happening in Rapid City. "This year we received the public support of the voters to build a new multipurpose arena," he said.

In 1977 Rapid City built a civic center complex with a conference center and arena. The arena has been in bad shape so its use has declined over the years. The last time it came up for vote it was defeated. Allender said, "We retooled the plan and rallied the young voters and it passed 64 percent. That's very exciting for Rapid City."

Allender said the city has lots of visitors for the summer, but in winter, "we're just another town in South Dakota. In the past the arena was always completely full year-round. This is a \$130 million project funded by tax dollars but making use of tax revenue already established."

He explained when the city set out to build the complex, a half cent sales tax was established specifically earmarked to build it. Twenty years later, when the bond was paid off, the mayor at that time did away with it, but another predecessor brought it back.

"We've awarded hundreds of millions of dollars to parks and community organizations, and by the end of the year, we'll have generated \$18 million over a three-year period for the Community Enhancement Project."

Called the Vision Fund, it generates over \$6 million annually and is overseen by a citizen committee who've "done an outstanding job of vetting projects," he said.

Looking forward to 2019, he anticipates the challenges to remain the same. "Until we break the old system of doing things, it'll be hard to move forward."

As for projects, a new economic development plan is in the works. "When I became mayor, there were multiple economic development organizations all saying the same things: I was going to lots of meeting and there was no action," he said. He's whittled them down to one organization.

Elevate Rapid City is a joint venture of Rapid City Chamber of Commerce, Ellsworth Development Authority, Rapid City Economic Development Partnership and the Economic Development Foundation. It raised double the amount anticipated in



This photo is of Main Street Square, Rapid City, S.D. The city is a tourist destination due to its proximity to Mount Rushmore. (Photo provided)

thefirst year. The five-year, \$4.25 million project will focus on innovation and entrepreneurship; retaining and expanding the mission for Ellsworth Air Force Base; and workforce development. It will improve the workforce skills of the current and emerging workforce and focus on talent attraction and retention, plus new business investment.

Allender said he pledged \$2 million toward this project and to help create some incentives. He noted the "typical incentives of tax breaks have proven to be short-term."

"It's hard to get a company in here when the reality is we can't produce the 100 workers needed, but I guess that's a better problem to have than 10 percent unemployment," Allender said.

The city is also working on a project called One Heart Campus — transitional housing with about 90 efficiency apartments and services for addiction, mental health and the development of job skills, etc. Allender said like most cities, Rapid City has a homeless problem, many of whom are Native American. It's a \$16 million project that needs about \$5 million more to complete.

"My goal is part humanitarian and part economic — the largest threat is another repeat of the Great Recession, and we'll have another hundred living on the streets," he said. "My take is we owe our citizens a proactive approach from worsening that situation and we owe our future citizens help if they desire it."

Development of the President Plaza, what Allender called "a comedic historic goof," is finally being developed. Over 10 years ago the city partnered with a private developer



This bronze statue is one of many that feature the likenesses of past presidents. They were installed in the historic district of downtown Rapid City, S.D. The project, known as "City of Presidents," began in 2000 and was privately funded. (Photo provided)

to build a mixed-use building next to a city-owned lot.

"It fizzled out—after only 10 years," he said facetiously, "due to tremendous micro-management by city government." Several site visits have been made and requests for quotations are being sent for development of the downtown apartment, retail space, condos and parking.

"I think we'll see the initial steps at the beginning of the year," Allender said. "Good things are happening in Rapid City. We're still one of the best kept secrets in the nation."

Yonkers, N.Y.

According to Yonkers Mayor Mike Spano, "This has been a really good year for the city of Yonkers in terms of economic development."

He said \$3.5 billion in economic development is going on in the city with 4,000 new units on the waterfront along the Hudson River.

"Yonkers has been rediscovered. Our property values are booming and developers are knocking doors down to come here—we're really happy about that," Spano said.

Yonkers has a population of 195,000 and is the first city north of the New York City boroughs in Westchester County. Spano reported a 41 percent reduction in crime since he took office seven years ago.

Spano said one thing pointing to the city's success is the old Yonkers Raceway opening a casino due to a new state law allowing slot machines with horse race tracks. Spano also recently announced that MGM Grand purchased the raceway and Empire Casino for \$850 million and "will make it into a world-class entertainment venue. That sends a great message about our city because they've done a lot of study before coming in."

The mayor added MGM was about to pay \$8 million in property transfer tax that "due to corporate loopholes they're not required to pay, but they want to be part of the solution."

The graduation rates in Yonkers for the first year outpaced the state's average. "We're excited and proud about that despite being chronically underfunded from Albany."

That shortage in education funding is one challenge he mentioned along with very expensive contracts and rising health costs that are outpacing the growth of economic development.

"That's something New York State has to pay attention to. We are experiencing a great



Yonkers, N.Y., Mayor Mike Spano

recovery, but it's still very fragile. There are populations in the city, especially families, who are struggling. We have a really squeezed middle class."

Spano took office in 2012 with an unemployment rate of 9 percent. It's currently at 5.2 percent and has been as low as 4.7 percent. "My fear is if the economy takes a dip, it's going to hurt us," he said.

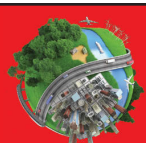
A study done in 2015 showed \$560 million in repairs are needed on the city's schools, according to the mayor. A school was already closed for mold issues, "which is a symptom of a sickness looming in our schools. We have nine schools over 100 years old—a few need roofs and all we can afford is to repair them."

A property tax cap initiated in 2011 has put the city at 94 percent of the taxing authority.

"Our school district is growing because people are moving in, which is good, ►



Van der Donck Park at Larkin Plaza features the restored Saw Mill River and boardwalk in downtown Yonkers, N.Y. The river was actually covered up underneath the city with a parking lot atop it and was "day-lighted" and transformed into a nice park in 2012. (Photo provided by Yonkers)



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MARCH 2019

Fleet Service & Management

Deadline Monday, Jan. 28





The waterfront district of Yonkers, N.Y., has had a lot of economic development with high rise housing attracting millennials to the city to live, work and play. (Photo provided by Yonkers)

but we're 5,000 seats over capacity and we need to build three new schools at an approximate cost of \$500 million," he said.

Spano said if he raised property tax by 1 percent, it would equal \$3.3 million, and with the tax cap, he can only raise \$6.6 million. Health costs have risen to \$1.4 million, and the city has not added any fire or police personnel.

"We'll muddle through — we have been and are, but if we want a long-time fix, we have to look at how we're funding local municipalities," Spano said. "There isn't room or the ability to go back to the taxpayers to fix the budget and get our schools where they need to be for our children."

Help may be on the horizon as the state has stepped in to help other cities and Spano believes Yonkers is next. The state is also allowing a restructuring board — an independent group — to come in to help city officials look at how they can share services, be smart about how they use funds and at the same time show the state capital the good things they're doing.

Spano said the city has started running "GEN Y — Generation Yonkers" ads focused on millennials to encourage them to work, live and play in Yonkers, and they're moving into those waterfront high rises along with empty nest baby boomers.

The city will also soon announce the sale of "Chicken Island," a half-billion dollar development adjacent to the waterfront. The property is actually a small island in the midst of downtown Yonkers that's been undeveloped for over 40 years.

The mayor said he's excited about this development because it shows that the economic development is moving inland as well.

"Overall, we are doing very well, but we're not out of the woods yet," Spano said.

All the mayors we spoke to feel positive about their city's economic progress and growth this year but are cautious. Most have also encouraged or focused on entertainment or quality of life development to bring additional revenue to their cities. The outlook for 2019 is enthusiastically optimistic — albeit cautious. **M**

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Large bundles of compressed cardboard await pickup in Greenville, S.C. Many recycled materials in the U.S. are exported to China and other countries to be made into other products. (Alan Stoddard/Shutterstock.com)

Cities examine recycling practices as China tightens ban on plastic waste

By LAUREN CAGGIANO | The Municipal

The world is getting smaller every day, which means one singular decision made abroad has the power to affect municipalities domestically and disrupt their day-to-day waste management operations. Look no further than China's January 2018 decision to implement an import ban on certain commodity mixes.



Cooper Martin, program director with the Sustainable Cities Institute at the National League of Cities

In March, the global powerhouse began enforcing stricter limits on how much contamination can be present in recyclable materials. To that end, the ban specifically targets mixed paper and mixed plastics, which happens to be the two most common types of materials processed by municipal recycling systems. This move has some municipal leaders looking at ways to innovate as China, until recently, received more than half the world's recyclable commodity exports.

According to one expert, this move has been a long time coming and shouldn't be a major shock to those plugged in.

"This really isn't new, but an extension of the policies and work China has been undergoing for about 20 years, in reusing materials," said Cooper Martin, program director with the Sustainable Cities Institute at the National League of Cities.

He added that China has had the capacity to develop robust processing facilities and supporting operations. Still, it's going to challenge city leaders here to think outside of the box to find other resources to handle materials management. Specifically, he said the "biggest threat" is related to curbside, single-stream recycling because it's virtually impossible to re-sort everything.

Statistics from the NLC shed light on the size and scope of the issue.

"In 2015, Americans generated more than 262 million tons of waste, or nearly 4.5 pounds per person, per day. To handle this load, nearly every U.S. city has developed a solid waste management program that includes recycling. These initiatives have overall proved successful. The recycling rate has tripled in the last 30 years to approximately 25.8 percent in 2015, or nearly 68 million tons. The industry is both environmentally beneficial and economically significant. In 2007, the U.S. recycling and reuse industry accounted for 757,000 stable jobs, \$36.6 billion in wages, and \$6.7 billion in state, local and federal tax revenues."

Taking this into account, this begs the question, as Martin suggested: "Can we afford to change our current recycling practices?"

The nature of such an undertaking requires incremental change and a solid strategy. The first step he said, is to "look under the hood and get a better understanding of what your system is. (That means) looking at what waste is being collected, etc."



Washington, D.C., launched Zero Waste DC in 2018 with the goal of diverting 80 percent of citywide waste from landfills and waste to energy facilities. (Kristi Blokhin/Shutterstock.com)

It can be a case of "out of sight, out of mind," and Martin said that doesn't bode well when needing to make a decision rooted in logic.

"After that, you have to have the information, so you can renegotiate these contracts with the contractors," he said.

In this case, Martin stresses the importance of relying on data.

So, what might a viable solution look like? He said while some cities are issuing bans altogether on some materials, that can create tension between different levels of government.

"That can open up a lot of issues (pertaining to) state vs. local policy, as bans can be overturned," he said. "Still, cities can play a role in reducing non-recycling material."

For example, Martin said Washington, D.C., launched a pilot program in January 2018 that received nationwide attention. The district has set its sights on being a zero-waste city in encouraging both residents and

businesses to comply with a more streamlined protocol.

As of Jan. 1, all residential and commercial properties are required to recycle everything from paper to metal waste, according to Zero Waste DC's website. At the same time, plastic bags, wraps and film of any color, size or shape are no longer accepted in D.C.'s single stream recycling.

While the district is taking a harder-line approach in rejecting certain materials, it has also expanded the list of recyclable items to include: pizza boxes; paper and plastic plates, cups, lids and to-go containers; plastic produce, deli/bakery containers and trays.

The ultimate goal? According to Zero Waste DC, "the district strives to achieve a goal of diverting 80 percent of citywide waste from landfills and waste to energy facilities. The increased number of recyclable items and focus on resident education aims to assist in achieving this goal." **M**

An alternative fuel turns heads



By SARAH WRIGHT | The Municipal

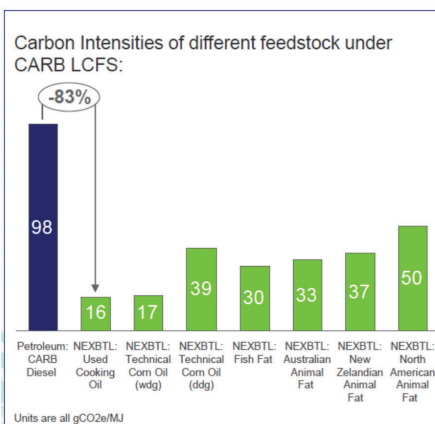
THIS FUEL HAS BEEN ON THE MARKET IN SOME QUANTITY since at least 2010; however, you might not have heard of it yet: renewable diesel. No, it's not biodiesel, even though it also utilizes organic materials. Offering numerous benefits, renewable diesel is catching notice from fleet managers, particularly on the West Coast, who are seeking alternative fuels to meet emission standards. Renewable diesel took center stage during a NAFA Institute and Expo session this past April presented by Richard Battersby, interim assistant director of Oakland's bureau of infrastructure and operations, and Jon Scharingson of Renewable Energy Group. Gary Lentsch, with Eugene Water and Electric Board, served as moderator.

"Back in 2010-11, I got a call from one of our board members from East Bay Clean Cities Coalition and he does a lot of work overseas," Battersby recalled during the presentation. "He's calling to ask me if I had heard of renewable diesel. I said, 'You mean biodiesel?'" He said, 'No, renewable diesel,' and he explained it to me. I said I had never heard of that fuel before, and we did a little bit of research and the next thing you know it's out there and available."

Being in California, he noted they have been exposed to renewable diesel for quite sometime, though it hasn't been available as a fleet fuel in any quantity prior to 2015.

What is renewable biodiesel?

"The feedstocks, the stuff you use to make both biodiesel and renewable diesel out of, are exactly the same. So triglycerides, any fats and oils — used cooking oil, animal fat, soybean oil, canola oil — those are the different feedstocks that we use in both our renewable diesel and biodiesel plants. But the process is significantly different," Scharingson explained. "Basically a renewable diesel plant is like a crude oil refinery. It's a hydrocracker. It's a very intensive heat process. They're



If renewable diesel is produced from 100 percent renewable raw materials, it can achieve an up to 80 percent reduction in greenhouse gas emissions during its lifecycle compared to fossil diesel. (Graph provided)

very expensive to build and take a long time to build. And you actually add hydrogen to that triglyceride, run it through the cracker and on the back end what you have are paraffins with propane and naphtha being the byproducts."

Biodiesel, meanwhile, is produced by transesterification, which converts fats and oils into biodiesel and glycerin.

"(Renewable diesel) is a fuel that you can really start running in your equipment overnight," Battersby said. "You don't have to drain your fuel tanks. You don't have to flush them. You don't have to make any equipment modifications. It blends equally well with petroleum diesel or biodiesel — it's literally as simple as picking up the phone and calling your supplier and say we're going to need some fuel."

Numerous benefits

One of the biggest benefits of renewable diesel is the cloud point, according to Scharingson, who noted the molecule is virtually

	Petroleum Diesel	Bio-Diesel	Renewable Diesel
Cetane #	40-55	50-65	75-90
Energy Density, MJ/kg	43	38	44
Energy Content, BTU/gal	129K	118K	123K
Sulfur	< 10 ppm	< 5 ppm	< 10 ppm
NOx Emissions	Baseline	10	-10
Cloud Point, C	-5	20	-15
Oxidative Stability	Baseline	Poor	Excellent
Cold Flow Properties	Baseline	Poor	Excellent
Lubricity	Baseline	Excellent	Similar

This table shows the properties of petroleum diesel, biodiesel and renewable diesel. (Table provided)

indistinguishable from the diesel fuel molecule, and the cloud point is very similar to diesel. Scharingson added, “The cloud point on bio-diesel is a bit higher (than diesel).”

Battersby said, “It’s 100 percent renewable, sustainable. It has that smaller footprint. It’s super easy to use — really the process I described. It’s that simple.” He added, “Superior cold weather performance; that’s especially when compared to biodiesel. Higher performance. You’ve got that higher cetane rating, and by the way, if you get push back on alternative fuel, talking about performance is a great way to market this stuff to your drivers. In the case of renewable diesel tell them, ‘this cetane rating is going to give you more horsepower, going to help you off the line.’”

“Lower operating costs than other alternative fuels. That’s 100 percent true because along with renewable diesel you have no equipment modifications, no special dispensing or storage equipment. It’s as easy as placing the call and start running it. There is no blending limited; you can run it right up to the RD99. The storage properties are good. Pure hydrocarbon. Odorless.”

The use of renewable diesel that is produced from 100 percent renewable raw materials can achieve up to an 80 percent reduction in greenhouse gas emissions during its lifecycle compared to fossil diesel. When it comes to specific greenhouse gas emissions, fleets can see nitrogen oxide reductions by 10 percent, carbon monoxide reductions by 35 percent and total hydrocarbon emission reductions of 40 percent.

“In California not only do we have diesel particulate filters on all of our new equipment, we had to go in and retrofit all of our existing diesel equipment with particulate traps, probably 10 years ago,” Battersby said. “There was a graduated cycle grandfathering in equipment, but that’s one of the problems with these, especially the aftermarket diesel particulate filters, they plug all the time, especially if you are a municipality. Our drivers don’t get out on the highway very often. They don’t get up to operating temperatures so we’re having to do manual reach-ins.”

However, this can be avoided with renewable diesel. Battersby noted, “Renewable diesel drops particulate matter emissions by 30 percent — overnight. So that translates to a longer duty cycle on your particulate filter, less maintenance, less downtime. It’s going to have a great effect.”

The rollout

When it comes to introducing renewable diesel to the fleet, Battersby said, “Our particular experience, we’ve been using it since August 2015. No problems noted. We did communicate with the fire department because we’re using it in all of our fire and emergency response equipment that is diesel power — stationary generators. First we put it in our mobile units on the street see how it was going to perform and then we put it in the fire equipment after we were sure it was going to work. But when we were running it in our standard vehicles, we didn’t tell the drivers any different. Once you communicate

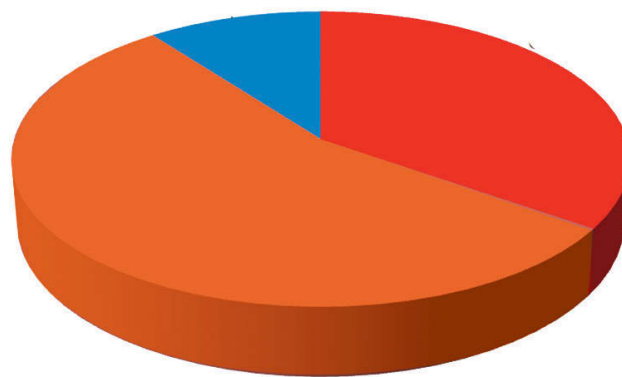
to them, ‘Hey, we’re using a different fuel,’ guess what? ‘Eh, I’ve got all kinds of problems with my truck.’ So we didn’t tell them.”

To ensure a successful rollout, be sure to use the right additive package; renewable diesel can be just as successful as winterized diesel fuel if you do this.

Battersby stressed the importance of ordering spec winter blend fuel. “There was an issue a year and a half, two years ago with Caltrans (California Department of Transportation)... and they were reporting some gelling issues with their renewable diesel. Come to find out their specifications were not for the winter blend fuel, and they were up in the western slope in the Sierra Nevadas, and it was anywhere from zero to 20 degrees maybe even minus 10 at times.” Battersby added, “If you’re going to have gelling concerns with petroleum diesel, just as you would with any other fuel, make sure you get the winterized version of renewable diesel.”

The catch?

While renewable diesel sounds like the way to a cleaner, greener fleet, there is a catch: supply. Domestically there is about a ►



Oakland, Calif., has an annual fuel consumption of 725,000 gallons. Gasoline, orange, is at 400,000; renewable diesel, red, at 250,000 gallons; and compressed natural gas, blue, at 75,000 gasoline gallon equivalents.

(Chart provided)

400 million to 500 million gallon production capacity. While this might sound like a lot, the state of California could consume that entire amount on its own.

Scharingson noted the diesel fuel market in California is at about 3.8 billion gallons. In 2015, the state only consumed 100 million gallons of biodiesel and renewable diesel; in 2017, that was up to 500 million gallons. "We're going to double that again, and double it again over the next six to 10 years," he said. "There is not enough renewable diesel to go around to meet the California demand, much less the demand I get every day—I get a call from a fleet manager or municipality or federal government every day for renewable diesel. Virtually every drop of renewable diesel that we have goes to California."

Economics are driving that distribution, particularly with the incentives being provided by the state, which is also willing to pay the marginally higher price. Scharingson noted, there is also a developing market in Oregon.

One way to stretch out the available gallons has been to blend renewable diesel with traditional diesel fuel and biodiesel. Scharingson said, "Renewable diesel can be blended with both tradition diesel fuel and biodiesel. We've actually registered a product that is a combination of renewable diesel and biodiesel. We've introduced it in California and (are) looking at introducing it in places elsewhere around the country because the challenges... are that California can take every drop of renewable diesel produced in the U.S. and actually globally today. We expect that demand to continue to increase."

However, domestic renewable diesel refineries are rising to meet the challenge of demand.



A mechanic removes a diesel particulate filter. Renewable diesel drops particulate matter emissions by 30 percent, meaning a longer duty cycle for particulate filters, less maintenance and less downtime. (Shutterstock.com)

"Every domestic facility that I'm aware of that is refining renewable diesel is expanding. They've either got the approval and they're breaking ground or they've already got the proposals on the table," Battersby said. "The bottom line is a lot of folks have noted the popularity of renewable diesel and the success fleets have had running it. It's great to have the fuel supplied to you, but it's even better if we can make it here in the United States. So that is what we are getting at."

In October, Diamond Green Diesel announced it had resumed production at its Louisiana facility, which had expanded its annual capacity from 160 million gallons to 275 million gallons of renewable diesel. In May 2018, REG submitted a notice for expansions

at its own Louisiana renewable diesel refinery, which would bring its production up from 75 million gallons to 122 million gallons. Then Nov. 1, Phillips 66 and REG announced planning was underway for the construction of a large-scale renewable diesel plant on the U.S. West Coast.

While fleet managers outside of California might not be able to get their hands on renewable diesel in the near future, it is a fuel they should be monitoring, especially in case, the opportunity to try it comes knocking.

In Oakland, the city's fleet stands to see a 1,600-ton reduction in greenhouse gases annually through the use of renewable diesel. "It works 100 percent as advertised," Battersby said. **M**

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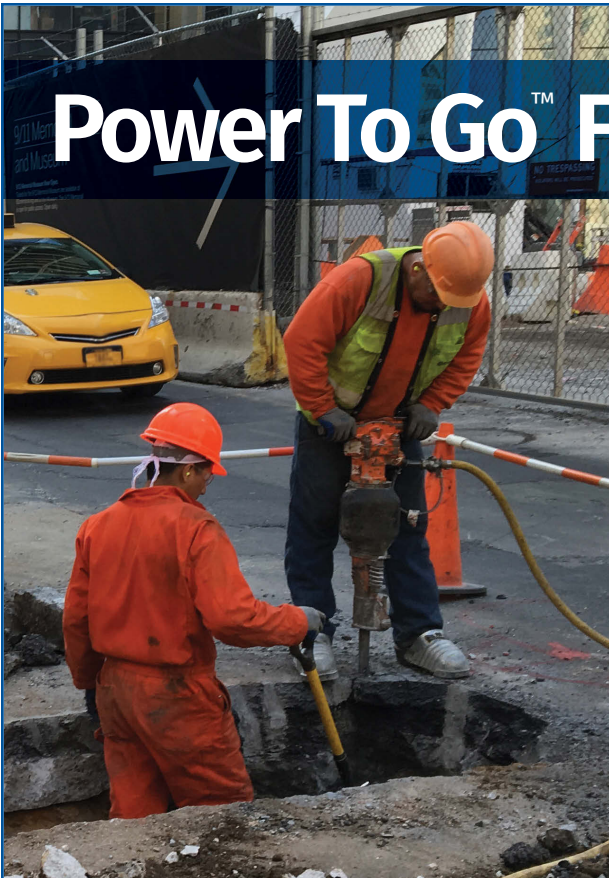
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Disbanding police departments: A rising trend?

By ANDREW MENTOCK | The Municipal

ABOVE: Faced with budgetary constraints, some smaller municipalities are choosing to disband their police departments and outsource their protection to larger, nearby departments. (Shutterstock.com)

For many small towns, a local police department helps instill pride in the community. Residents see a police car with their city's name on it, and they know that the officer driving is one of them.

But in recent years, it seems that more and more local police departments are disbanding. This allows the community to save money while outsourcing their law enforcement to a neighboring department, usually one with more resources.

While Bill Johnson, the executive director of the the National Association of Police

Organizations, does agree this is a trend, he is not sure it's a large one.

"Certainly, it's becoming a little bit more common, particularly for agencies that may be one of the smaller agencies within a given county or a given metropolitan area," Johnson said. "This is particularly true for municipalities that may find



Small-town pride can dissuade against disbanding a police department, and some city officials also prefer having more control. (Shutterstock.com)

themselves particularly challenged because of a declining tax base or an economic downturn.”

What many people don’t understand, according to Johnson, is that a police department is one of the largest expenses for a municipality. When taking into account benefits, training and salary, it can cost roughly \$100,000 per year for every officer. Additional police department costs include equipment, vehicle upkeep and health care.

Johnson believes that the trend of disbanding police departments will continue, especially in smaller communities that cannot handle the financial impact of large criminal investigations.

“Take the meth epidemic, for example,” he said. “There’s a lot of crime that goes on in rural areas and small towns. It’s not limited to big cities, but it can place a greater or have a disproportionate impact on a small town’s resources.”

But is the small-town pride lost when a police department is disbanded? It seems to depend on the circumstances and how well the process is handled by the new law enforcement and local government officials.

For instance, this is the second time that the borough of Wrightsville, Pa., has disbanded its police force and began to work with the neighboring Hellam Township Police Department. The first time was more than a decade ago.

“The borough had gone through this once before, and it didn’t work out,” Michael Albert, mayor of Wrightsville, said. “Basically, the reason for it was small-town politics. We had people who were in power in our borough who did not like the people in power in (Hellam) township.”

Thus the local government officials slowly took back power and reinstated their own full-time police force.

“People do not want to relinquish what they feel is the control or power of the police department, which I get,” said James Pollock, the chief of the Hellam Township Police Department. “You’re spending a lot of money. It’s almost like buying a \$300,000 sports car that you can’t drive and someone else gets to drive for you. I get it. But on the other hand, that’s all part of the trust and the process.”

Outside of the local government, issues with the union can also impact a smooth transition because when police departments disband, officers often lose their jobs.

For instance, Wenonah, N.J., was sued by a local resident and PBA Local 122, a union which filed on behalf of five police officers who were going to lose their jobs when the borough decided to disband its police department. Wenonah had signed an agreement to utilize the services of the Mantua Township Police Department.

According to the Courier-Post, Wenonah came to an agreement with Mantua that set a five-year term for service, starting ►



The borough of Wrightsville, Pa., has disbanded its police department twice, signing an agreement with nearby Hellam Township Police Department to take over as its police protection. The second time has seen a successful transition. Pictured is part of Wrightsville's historic district. (Public Domain via English Wikicommons)

June 1, 2018, and ending Dec. 31, 2023. Wenonah agreed to pay Mantua \$320,833 for policing in 2018; \$550,000 in 2019; and increasing to \$603,803 by the final year of the contract.

After more than a month, it was decided by a superior court judge that in order for the agreement to be legal under the Shared Services Act, the Mantua Township Police Department had to agree to merge with Wenonah. This allowed the officers to keep their job, along with their seniority, if they desired to do so.

However, other departments have been disbanded with the support of a local union by making sure that no one would lose their job. This was the case when St. Pete Beach, Fla., did it in 2012 and Wrightsville in 2018. In both instances, all police officers were able to keep their jobs from the beginning.

"We like to look at it like we're public servants, with a heavy emphasis on the word 'servant,'" Albert said. "We're there to do what's best for our community, not what we think is right. There might be times when a government agency has to do that. This is not one of them because of the cost involved. The fact that people could lose their jobs and things just wouldn't work out.

"In the long run, the taxpayer would be the one who's (going) to come up on the short end of the stick."

In addition to all of the officers keeping their job, the transition in Wrightsville has gone smoothly thus far because the local government, community and neighboring police departments were able to have a voice in the disbanding of the police department.

"The (community's) main concern was that they were going to get the same or better level of police protection than they had before, so there were a lot of favorable comments on that," Albert said. "We were able to save the borough \$400,000 over the course of the next three years in doing what we did. So that was another plus, and it just worked out all the way around."

Both Albert and Pollock will acknowledge that this smooth transition is not typical when a community disbands its police department, but maybe if everyone handled it the way that they did, it could be.

"One of the best ways to try to make that successful is to make every effort to keep the men and women who are currently employed as local police officers employed by the new entity in the same community," Johnson said. He then went on to say, "There's really no substitute for local experience, and I think that's true in a lot of different professions, but it's certainly true in police work." **M**

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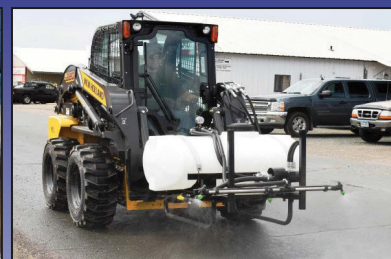
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Minimum wages on the rise



By CATEY TRAYLOR | The Municipal

While the federal minimum wage has remained at \$7.25 since early 2009, a number of employers have pledged to increase their lowest pay rates to \$15 an hour. This trend is largely due to public pressure to maintain quality of life among all working people coupled with the need to retain employees in a time of labor shortages and attractive offers elsewhere.

A number of large, well-known companies, including Amazon, Charter Communications, Target and Walt Disney's theme parks have pledged to the higher wage, and local communities are beginning to innovate policies in order to increase labor standards.

According to an inventory conducted by UC Berkeley's Labor Center cities and counties across the country have begun to follow suit with corporations. Before 2012, only five localities had minimum wage laws; currently, 40 counties and cities do so in Washington,

California, Arizona, New Mexico, Minnesota, Illinois, Maine and Maryland.

Whether public pressure or ordinances enacted in cities is the driving force behind the raises, the impact on families is astronomical. For example, an increase from \$10 an hour to \$15 an hour results in an additional \$3,200 earned per year. While this might not be completely life changing, those few thousand dollars can be the difference between having to choose to put food on the table or pay bills one month. It could be the difference between keeping or losing employees and the difference between employee satisfaction and low team morale.



Protestors hold signs and flags advocating raising the minimum wage during a demonstration in Los Angeles on April 15, 2015. The state of California has 22 communities that have enacted minimum wage ordinances, the majority of which are on a path to \$15 per hour. (Dan Holm/Shutterstock.com)

A number of communities across the nation — specifically on the West Coast — have already implemented these ordinances and are on the way to compliance.

In 2015, Seattle legislators signed a bill to gradually increase the city's minimum wage to \$15 per hour over a number of years. On Jan. 1, 2017, the city became the first in the nation to reach a \$15 minimum wage. California, as a whole, has the most communities that have enacted minimum wage ordinances — 22 of them, the majority of which are on a path to \$15 per hour.

And, according to the Poster Compliance Center, the West Coast isn't the only region raising minimum wage amounts. Recent laws that passed in Flagstaff, Ariz.; Minneapolis, Minn.; and Montgomery County, Md., all provide multi-step increases to \$15, and in Illinois both Chicago and Cook County enacted minimum wage ordinances with stepped increases to a lesser rate of \$13, followed by annual adjustments.

One of the Midwest communities currently navigating a minimum wage ordinance is Saint Paul, Minn. Currently, Minnesota's state-sanctioned minimum hourly wage is \$9.65 for large employers and \$7.87 for smaller ones. However, a number of communities within the state have taken minimum wage into their own hands. In fact, according to a MinnPost article, almost everyone who voted in St. Paul's mayoral election last fall went for candidates who supported a minimum wage hike.


While most Saint Paul constituents were supportive of the minimum wage hike, they were concerned about how a municipal ordinance that would increase the minimum wage in Saint Paul could be designed in a way that maximizes worker benefits while

minimizing unintended consequences in the business community that employs those very workers.

"(Increased minimum wage) could disproportionately affect the city's poorest workers, benefit outside communities whose residents commute to Saint Paul for employment and force some businesses to cut hours or jobs," said B Kyle, president of the Saint Paul Area Chamber of Commerce, in recorded meeting minutes.

In an attempt to address those concerns and gather feedback from all those involved — government officials to local business owners and employees themselves — researchers from Citizens League, a nonpartisan think-tank, went to work, resulting in a more than 400-page report summarizing its findings and making recommendations.

In the end, three proposed recommendations were submitted to Saint Paul city officials and presented in a public meeting. Each of them recommended raising the minimum wage to \$15 and varied in timeline for implementation between small businesses and large businesses. They also varied in how to address those who work primarily for tips, like waitstaff.

The ordinance is expected to pass in the coming months, according to Saint Paul Mayor Melvin Carter, who said in a MinnPost article that he's "committed to signing a \$15 minimum wage into law before the end of this year." 

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Making a difference:

Broken Arrow's City Manager

Michael Spurgeon

By JULIE YOUNG | The Municipal

No matter if he is updating the residents of Broken Arrow, Okla., about the latest infrastructure improvements, economic developments or upcoming plans and projects, City Manager Michael Spurgeon ends his PSA videos the same way: "I hope to see you around town."

It's a message that comes straight from his heart not only because he grew up in the area, but also because he is genuinely interested in meeting those he works for. And whenever a citizen takes the time to approach him on the street, Spurgeon is happy to stop for a chat and to listen to his or her concerns.

"It's a small thing, but it's the small things that make a difference," he said.

Making a difference is at the core of Spurgeon's career, and commitment to service is a part of his very being. After completing four years of active duty with the Army in the '80s, Spurgeon continued to serve others through the National Guard and by working for two local governments in New Jersey.

"I was the land use coordinator for Pemberton and Eastampton Township where I helped process zoning board applications," he said. "During that time, I learned how municipal government worked and had done well enough to serve as the interim city manager for the latter."

That position led to his completing his education in public administration and becoming the city manager of Miami, Okla. — the hometown of his maternal grandfather. After nine years, Spurgeon felt that he had the qualifications necessary to apply for the position of city manager in Broken Arrow, a community just outside of

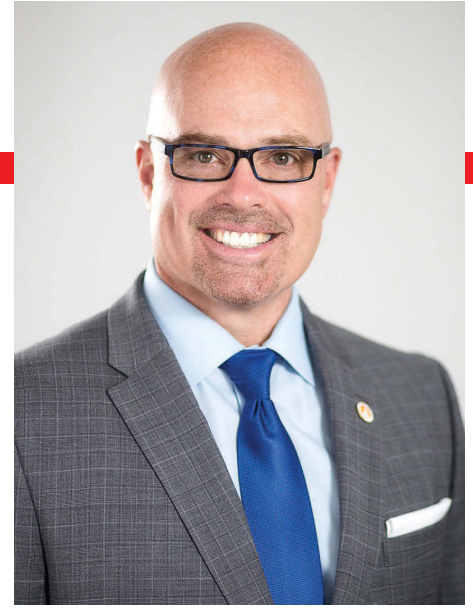
Tulsa. It was his dream to return to his old stomping grounds. His father served on the Tulsa Fire Department. His grandmother worked for the Tulsa Police Department and his brother was the superintendent of schools. Spurgeon hoped he had enough experience to put him atop the list of qualified candidates, but he came up short and the city went with someone else.

"I ended up taking a position in St. Charles, Mo., as the director of administration in 2007," he said.

As the mayor's top aide, Spurgeon helped improve the city's financial planning and a variety of economic development projects. He also helped foster good relationships with other local institutions. When the Broken Arrow city manager position became available again in 2015, he reapplied. This time, he got the gig.

"It was like being called up to the major leagues," he said, noting that St. Charles had a population of 68,000 compared to Broken Arrow's 115,000.

Right from the start, Spurgeon was enthusiastic and energetic about his role. He built a strong relationship with the mayor and the city council, attended plenty of meetings and made sure the community knew what he stood for. He firmly believes that the residents of Broken Arrow deserve the best quality of life the government can



*Michael Spurgeon,
Broken Arrow City Manager*



Meeting with city employees is another important aspect of Spurgeon's career as city manager. He enjoys helping them reach their own career goals. Pictured, from left, are Officer Mike Ryan, K9 Thor and Spurgeon. (Photo provided)



Actually getting out of his office to meet with Broken Arrow's citizens is one of Spurgeon's favorite aspects of his job. (Photo provided)



City Manager Spurgeon speaks at an event at the Broken Arrow Public Safety Complex Police & Fire Headquarters. (Photo provided)

"It's a small thing, but it's the small things that make a difference."

provide and that they deserve transparent communication from their leaders.

"In general, a good day for me is a good day for the city — when we have something to do and we get it done," he said. "Specifically, a good day for me is one in which I am not chained to my desk or writing emails but rather out and about visiting businesses and talking to residents about what is going on around town."

Spurgeon is especially excited about the passing of a \$250 million bond package that will help Broken Arrow rebuild its infrastructure. He sees infrastructure as the foundation of the community, and if it's not invested in regularly and taken care of, it will crumble.

"I think of the countless ways in which I can help the citizens of the city," he said. "I try to be all and do it all with empathy and kindness ... and I owe a lot of that to the mentors I have had throughout my career."

Spurgeon views his role as a "servant leader" and that he worked hard to foster a good relationship between the people of Broken Arrow and their government officials. He strives to give the various departments the tools they need to do their jobs effectively, and he tries to give the residents the resources they need to live their best life.

"I work hard on that," he said. "The people of Broken Arrow are the nicest people you would ever want to meet, and it's important to have a good relationship with them. We have developed a high level of trust with people, and if there is something we can't do, then we will tell you why. Transparency is a hallmark of what we do here."

One way to encourage transparency has been to give all 25 departments within the city a sense of what goes on within each one. For example, he said it's important for the planning department to understand the challenges faced by the purchasing department and whether or not human resources has enough personnel to staff a new



"Broken Arrow in Motion Take 5" is a YouTube series that allows Spurgeon and the city of Broken Arrow to connect with citizens and promote transparency. From left are Fire Chief Jeremy Moore and Spurgeon. (Photo provided)

project or program. When they have a sense of how each department functions, it helps alleviate infighting, misunderstandings and helps to encourage cooperation.

Spurgeon also feels it is vital to recognize other servant leaders who work for the city, talk to them about their dreams and career goals and then help them earn the certifications and training they need to fulfill their potential. He said helping employees become successful in their chosen field is one way that the city of Broken Arrow will maintain some continuity even when changes in administration occur.

"I am 55 years old and I am blessed to be in good physical and mental health. I would like to be here for another 12-15 years, but I know one day the reins will pass to someone else. For now though, I want to know that I am making a difference. Broken Arrow is a great place to live and work, and there is no place I would rather be," he said. **M**



Pictured is an overhead rendering of the Chauncey Project. (Rendering provided by Rohrbach Associates PC Architects)



Above is a rendering of the north side of the Chauncey building, and the small picture to the right shows the drop off lane for the hotel and residential units with a large glass awning extending to the street. (Rendering provided by Rohrbach Associates PC Architects)

Iowa City witnesses multiuse property come to fruition in its downtown

By BARB SIEMINSKI | The Municipal

We've got the perfect quote for Iowa City, Iowa, when its stick-to-itiveness pursuit — years in the making — for a multipurpose building and park are finally completed in August 2019: "Only if you have been to the deepest valley, can you ever know how magnificent it is to be on the highest mountain."

The dubious Chauncey Project, on the corner of Gilbert and College streets, had its beginnings way back in January 2013. The intent was to create a downtown 15-story residential and commercial building that would include condominiums, apartments, hotel, movie theatre, bowling alley, coffee shop and other mercantile spaces.

However, all the plans, hopes and dreams of this endeavor were halted by nearly six years of legal battles before construction could even begin.

The Moen Group was selected to work on the venture but was held up repeatedly for one reason or another, mainly with a legal or political bent. According to Marc Moen, real estate developer and a former trial lawyer, the project was still slated for

completion in August 2019, despite ongoing obstacles.

"The most challenging part of this whole thing is city approvals and weathering lawsuits to block the projects," said Moen. "In Chauncey's case, two cases went to the Iowa Supreme Court."

Rockne Cole, attorney and now city council member, played an early part in the proceedings with the Coalition Against the Shadow in an attempt to lower the height of the building. This further delayed the project until the Iowa Supreme Court Chief Justice Mark Cady ruled a denial in April 2016 for the coalition's appeal of a Chauncey-linked rezoning.

"We formed the coalition to express concerns about the height next to residential

neighborhoods as well as the subsidy," said Cole, who was not opposed to height per se but felt a project of that magnitude should not be so close to historic neighborhoods.

"I now serve on the Iowa City Council. The project is now nearly built. I have never felt our community can advance by looking in the rearview mirror. I raised some concerns. The majority of the then-council disagreed. It is now time to put that controversy to rest. I would love to see that project thrive."

In December 2016, ground was finally broken for the new Chauncey complex by Marc Moen and other community and business leaders, with costs, originally at \$49 million, going up to a currently estimated \$55 million due to the many delays and other obstacles that occurred prior to construction.

Plans are for the first two floors to be commercial areas, said Moen, including a restaurant and lounge and a 12-lane bowling alley, etc.

Wendy Ford, Iowa City's economic development coordinator, was in the



ABOVE & BELOW: This is a roof terrace on level five of the building. This is a hotel level, and there are also rooms on this level with private balconies. The larger roof terrace is available to hotel guests and to those who rent and own condos. (Rendering provided by Rohrbach Associates PC Architects)



earlier stages of the venture and gives an insight as to what all went down in the beginning.

"As one of many city staff people, there was the early challenge of selecting the preferred developer from 10 submissions at the start of the project," said Ford. "There were political challenges after the selection from different groups of people who did not like various aspects of the project. There was also a legal challenge or two by a group."

"Other viewpoints would be held by contractors with construction challenges; from bankers who may have had difficulty underwriting a \$50 million project; architectural and engineering, etc."

Steven Rohrbach of Rohrbach & Associates, the project's architecture firm, said, "For us, the most challenging aspect of the project was convincing the community and the governing body that the Chauncey was the best project for the downtown area."

Ford helped to determine how much city financing would be required, and obstacles followed.

"The city wanted to ensure the developer was maxing out his own loan capacity; that he had at least as much skin in the game as he was asking for from the city; and that he would not be 'unduly enriched' by the city's financial participation, for example," said Ford.

"Also, the city requested that there be some public benefits in the building, and in this case, the developer proposed a movie theatre, a bowling alley and five condo units to be purchased by the city for public housing inventory. This presented some challenges to the developer, too, as the public benefit aspects required subsidy, which complicated the question of how much city financial participation was merited."

So, said Ford, it was difficult to pinpoint one main challenge as the developer would have his own opinion, as would the folks who live nearby and the residents who brought the lawsuit.

As of this writing, Ford said all that remains is to finish the building.

"They are almost done getting all the windows in and the exterior facing on, and I can tell they have started the interiors, but won't be wrapping that up until late next summer," said Ford. "After the construction is over, they have to spend \$500,000 to rebuild Chauncey Swan Park, which has been in use as a construction staging zone since the project began."

"The park will be the last part of the project. Part of the development agreement was that they could use the park as a construction staging area if they spent at least \$500,000 on rebuilding it to a city-approved design. The little park next to the building and the park ramp are known as Chauncey Swan Parking Ramp and Chauncey Swan Park."

Moen is working with Iowa City Parks and Recreation on the redesign of the park, which, in addition to the farmer's market, will hold outdoor theaters. He said another attraction would be the two common areas in the first two levels, where "people can just hang out."

Asked what advice they would give to another city administration that was considering tackling a similar project, both Moen and Ford offered their input.

"My recommendation is to take a long view," said Moen. "It may take years to get through the process from inception to construction."

Ford agreed, adding that a city with a parcel to sell to a preferred developer would do well to spend "a lot of time beforehand getting public input and ►

refining their own goals for the project before putting out a request for proposals.”

Currently, of the 50 Chauncey condos offered for sale, 75 percent of them have been sold. They average about \$500 per square foot, with the penthouses being higher priced.

“Additionally, there are 14 studio apartments and a boutique hotel,” said Moen, adding that other components include 35,000 square feet of office space, FilmScene’s new movie theaters, a 12-lane bowling center, a restaurant and Fix!, a new local coffeehouse.

“The fifth-floor roof terrace is about 6,000 square feet, and levels five, six and seven are a luxury boutique hotel with 650-square-foot rooms, each with high-end kitchens and floor-to-ceiling windows.”

Finally, what will the completion of the Chauncey Project mean to Iowa besides property tax dollars?

“It will also mean that a prime corner that sat vacant for decades will be active and exciting, and hundreds of thousands of people will come through the building,” said Moen, adding that this will also mean more services and entertainment downtown.

“This site was a vacant lot for over 40 years, which produced no tax revenue. Plaza Towers produces over \$1,000,000 a year in property tax payment to the city, plus \$150,000 or more a year in hotel/motel tax. It has become a main hub of downtown.”

Rohrbach summed up the perks of the Chauncey Project by saying that for him, the most rewarding part is creating great architecture for downtown Iowa City. **M**

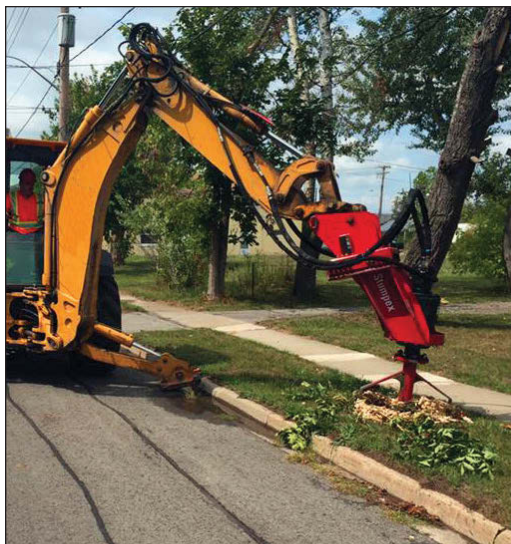


A night shot of the north side of the building and Chauncey Swan Park in front of the building.

“We are building the park as shown once the construction equipment is removed, and part of our development agreement with the city allows us to show outdoor movies, which you see in (the rendering),” explained Moen. (Rendering provided by Rohrbach Associates PC Architects)



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Glastonbury receives NRPA and ICMA awards for innovative Riverfront Park



By NICHOLETTE CARLSON | The Municipal

For 30 years the town of Glastonbury, Conn., had discussed the need for access to the riverfront both for first responders in case of emergency and public recreation. The town's work to make this a reality earned it the National Recreation and Park Association's Innovation in Park Design award. Kathryn Paquette, Glastonbury's marketing and communication specialist, shared some of the town's answers on the award's application.

"Glastonbury, Conn., borders 9 miles of the Connecticut River yet the town had virtually no public river access for active and passive recreational opportunities," the application states. "To successfully address these significant community needs the town developed a strategic and complex plan for the development of a riverfront park."

One of the greatest opportunities for improvement was the tank farm and oil facility that was housed where Riverfront Park now resides. "A deteriorated and environmentally contaminated abandoned oil storage and distribution facility was located on 23 riverfront acres and in dire need of remediation and repurposing," the application admits. In order to rectify this

ABOVE: After remediation took place to the oil facility, the area now houses a senior and community center. Various athletic fields are throughout the acres of Riverfront Park. It also holds plentiful recreational opportunities, including fishing and kayaking. (Photo by Paul Coco)

and move forward with the park plans, the town acquired much needed land, came up with creative financing opportunities, formed public, private and community partnerships — something that earned it the International City/County Management Association's Program of Excellence Award for community partnership — and created an innovative design.

"The project offered many lessons learned, most notable the effectiveness of a robust planning process and an engaged citizenry," the town offers. "Glastonbury affirmed the importance of seeking community feedback



Prior to the plans for Riverfront Park, acres of desirable waterfront land was home to an environmentally contaminated oil storage and distribution facility. However, due to its tie to the shipping industry in Glastonbury, the town was able to save the foundation. (Photo provided by Glastonbury, Conn.)

and support from state, federal and local partners as well as the benefits of a strategic, phased approach that allowed the community to enjoy project benefits throughout all stages of implementation.”

Innovative ideas

In order to make the park a reality, the town acquired seven parcels of land, provided the necessary remediation for the oil and distribution facility and relocated a main road. In an effort to ensure the community was included, the town held public forums to help discover the amenities that were a priority for the community itself, not just the region or state.

The town ensured that there was “strategic placement of park amenities to support the successful coexistence of active and passive recreational activities.” A brownstone foundation that has been important to the Glastonbury shipping industry’s history was preserved. The natural topography of the land was utilized to help build an outdoor ice rink. Subsurface material was also used in the park’s parking lot.

The road’s relocation enabled the town to use two parcels of land to create a 126-acre, contiguous riverfront area for the park. This, along with the many amenities, allows the park to offer a place for waterfront weddings, boating, boating storage; a venue

of parties and corporate events; and crew facilities for the high school Glastonbury Tomahawks — all this in addition to having an accessible playground, pavilion and fountain.

The Riverfront Park project has become a model for many other town operations.

Community engagement

With the support of the town council and board of finance, one of the town’s primary objectives was to ensure that the community was engaged in the project. The town did this by involving the community in multiple aspects, including raising awareness, funding support, design efforts and partnerships. Specific topics raised were desirable amenities, park design and types of facilities.

The town utilized public meetings, collaborated with the local chamber of commerce and mailed out brochures to residents in order to gain feedback throughout the Riverfront Park project. The town also sought out input from the Capital Region Council of Governments, Connecticut River Assembly, Connecticut Department of Energy and Environmental Protection and the U.S. Army Corps of Engineers.

Other groups approached for their opinions were the Friends of Glastonbury Rowing; Glastonbury Basketball Association; town ►

Timeline

- Glastonbury, Conn., acquired seven necessary parcels of land between 1999 and 2009.
- In 2001, voters approved a \$1.2 million bond authorization to complete the oil storage and distribution facility remediation and cleanup, which was completed in 2004.
- The town was able to relocate Phelps Street to the east in 2002.
- Construction of the Riverfront Senior and Community Center on the remediated tank farm property began in 2002 and was completed in 2005.
- In 2006, phase one of the project involved the construction of three rectangular athletic fields, a lighted baseball field, a picnic pavilion, access and parking, and multi-use trails. This portion of the park opened in 2007. A 2-acre dog park was later added.
- The Hallmark tire parcel of land was acquired in 2009 in order to link the community center and the fairgrounds.
- In phase two of the project in 2012, the public boat launch, shoreline and dock access for fishing and wildlife observation, boat-house with facilities for the high school crew team, waterfront banquet facility, public restrooms, lighted outdoor basketball court, handicapped accessible children’s playground, picnic pavilion, trails, riverwalk, outdoor ice skating rink and a public fountain were created. These helped to connect Riverfront Park with the shops, restaurants and other town facilities. ■



commissions including conservation, town planning and zoning, and recreation; the fire and police departments; and youth sports organizations.

Valuable insights that contributed to the project's success included "consultations with environmental groups led to an eco-friendly design; public feedback inspired the second story boathouse banquet facility, which hosts over 70 events annually and generates revenues to fund operating and maintenance costs; research and input for FOGRI volunteers and restaurateurs influenced the boathouse location and kitchen design respectively; the local beautification commission shaped the native species landscape design; input from the Glastonbury Basketball Association led to the addition of lights to the outdoor court; and input from the state archaeologist helped preserve a historic foundation and inspired the inclusion of interpretive signs funded by the PTO."

The town's beautification commission assisted in designing a landscape plan with plant species native to Connecticut. Members of the fire and police departments helped the town to locate and design the dock necessary for emergency response access. An analysis was done with the help of the FOGRI, which led to the boathouse's location, elevation and design.

The project involved working alongside multiple agencies, such as the town council, town's volunteer recreation commission, state boating division and the U.S. Coast Guard Auxiliary. "The extensive amenities and the beauty of the park reflects the overwhelming community support and engaged citizenry," Paquette shared.

The town of Glastonbury wanted residents to be able to enjoy a wide variety of both passive and active recreational activities at Riverfront Park. This includes a public fountain, covered pavilion, playground, athletic fields and walking trails. (Photo provided by Glastonbury, Conn.)

Inventive funding

The town created various partnerships with multiple businesses in order to help fund the Riverfront Park project. Revenue sharing contracts were created with caterers, audio visual providers and equipment rental businesses. A riverfront sharing partnership was also created with L.L. Bean for recreation programs. Along with L.L. Bean, Riverfront Park has hosted recreation programs that not only create opportunities for residents, but also create additional revenue for the town.

Glastonbury created its first ever gift catalog, allowing individuals to donate money toward specific park amenities. Donations from the catalog alone raised over \$87,000 toward the project. This money went toward park benches, bike racks, boat racks, trees, picnic tables, flagpoles, playground equipment and furnishings.

Groups within the community helped to raise money for the project with donations reaching over \$377,000. FOGRI donated \$300,000. The Glastonbury Basketball Association donated \$50,000. An amount of \$13,900 was donated by the Glastonbury Parent Teacher School



One of the greatest opportunities for community engagement came from Riverfront Park becoming the home of Glastonbury's high school crew team, the Tomahawks. The Friends of the Glastonbury Rowing group assisted with choosing the best location for the boat house, which also provides facilities for the crew team. (Photo provided by Glastonbury, Conn.)

Organization. Glastonbury Lacrosse Club and Hartwell Soccer donated \$12,500. A \$1,000 donation was also received from Bike-Walk Glastonbury.

Multiple state grants were applied for and received for remediation of the brownfield oil facility site, construction of recreational trails, the addition of a second level to the boathouse, which would house a banquet facility and public recreation facility construction. The grants totaled \$4,000,000.

"The park has become famous for its breathtaking sunsets, and the banquet facility has hosted 46 weddings, 80 corporate functions and 18 private events with continuously growing revenues," Paquette reiterated from the application. With this new banquet facility, the town was also able to hire an event and banquet facility manager and a marketing and communication specialist.

"Designed as a self-sustaining facility," it states, "revenues from the banquet hall rentals, the boat launch and boat storage already offset nearly 100 percent of operating and maintenance expenses in the second operating year."

The local Rotary Club provided the project with \$125,000 to install a covered picnic pavilion. In November 2012, local voters at a public referendum supported a \$1.2 million bond to go toward Riverfront Park.

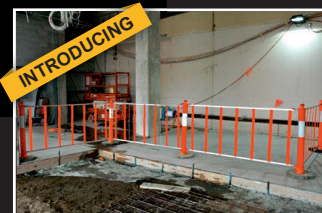
Several processes are in place to ensure that Riverfront Park evolves and continues to meet the needs of the community, including a financially self-sustaining business model, which challenges town staff to focus on continuous improvements and new revenue sources; employing a full-time event and banquet facility manager and marketing and communications specialist to market and manage the banquet facility and maximize revenue opportunities; encouraging ongoing community feedback, which has led to the installation of six bike racks and a children's library at the playground; and ongoing efforts to increase public access to the river. **M**

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Law enforcement protects the community's booty from plunder



By ELISA WALKER | The Municipal

Porch pirates scour neighborhoods more so during the holiday season, seeing what they can snatch from the doorsteps of unsuspecting people who may have just ordered a gift for their loved one online or are receiving a timeless gift, like a handmade quilt of childhood memories — something an Indianapolis, Ind., wife had gotten for her husband.

Local law enforcement agencies have had enough and are now doing what they can to prevent these pirates from mimicking the Grinch.

Becoming mateys with the community

With limited time and resources, law enforcement agencies often find their hands tied when it comes to implementing new programs and strategies. Fortunately, agencies have found that setting a GPS tracker in bait packages has proven to be a good step in preventing theft and crime without stretching themselves thin.

In Campbell, Calif., the police department had been facing issues with bicycle and other porch item thefts, prompting it to address the issue. As package plundering became more prevalent, its attention transitioned, which received some spotlighting and earned them an appearance on the “Today Show” in 2017 to talk about porch pirating.

“We looked at it as a multi-phased approach. It’s not just about putting a GPS in boxes and waiting for them to be stolen. This has been about educating our community, which we do through social media and videos to give tips on how to avoid being a victim,” explained Campbell police Captain Gary Berg.

“We publicized our bait package program. When we first put it out there, we got some push back. People weren’t understanding why

we were letting the criminals know what we were doing and that it was ‘defeating the purpose.’ Our purpose isn’t to make arrests — it’s to not have packages stolen. So we sent out a message when we publicized our program, which was if you’re thinking of stealing a package in Campbell, watch it because you never know what’s in that box.”

With only one detective taking on the bait program along with the rest of their duties, the program doesn’t cut into the department’s limited time and resources. Officers are only alerted when the package is on the move, sending a notification to the detective. Due to this system, there’s no need to constantly monitor the porch 24/7 like an old stakeout scene from a Hollywood movie.

The process isn’t without a few false alarms, which can be triggered simply by packages being knocked over by a leaf blower.

Another challenge Campbell faced was the limited amount of GPS devices that were available. Before the bait program, the devices were used exclusively for high-end criminal investigations. The community was able to support them and assist them in overcoming that issue by raising funds through the nonprofit program, Campbell Police Foundation.

Additionally, there have been concerns regarding the items in the bait packages. Some departments who have placed higher-priced

LEFT: Preventing the theft of packages off porches rather than just catching the thief has been found to be easier and more effective. Nobody wants to steal when they know there's a high chance of being caught, which is why agencies have taken to publicizing their plans and backing up their bark with a bite. (Shutterstock.com)

RIGHT: According to Hiawatha, Iowa's, police department, the initial financial investment has proven to be reasonable, especially when the packages can be monitored remotely. Both Hiawatha and Campbell, Colo., welcome calls requesting recommendations on tracking equipment. (Shutterstock.com)



items in bait packages are upping the value of the boxes, which could result in felony convictions for a pirate.

Talk about “shiver me timbers,” right?

“There’s been discussion of putting a \$1,000 laptop in the box so the thief is charged for a felony rather than a misdemeanor,” Berg said. “It’s really up to the agency to decide in charging with a felony or misdemeanor. We’ve found that criminals are opening packages before walking off the porch to see if it’s something they want. So we try to put things in the box that will be of interest to them.”

While the goal is to halt porch pirating completely, that may never happen in some cities. In Campbell, it’s been difficult to tell whether the number of thefts have lessened since there are various factors when it comes to statistics. With package deliveries becoming a more and more common way of shopping, the number of packages delivered on a daily basis has risen. That gives pirates more opportunities in thievery.

In other cities, like Hiawatha, Iowa, porch pirating has been completely deterred, resulting in no reportedly stolen packages or mail. After taking exhausting report after report of stolen packages with no leads in the winter of 2017, Hiawatha Police Department had had enough. It began setting out packages from a variety of places, like UPS, Amazon and Target, across the city.

The department turned to the public, taking to the local radio station and its Facebook page in search of volunteer porches while letting its plans be known. Through a flood of volunteers, the small community had no qualms about advertising the department’s strategies.

“It was more valuable to deter more thefts than to capture the person responsible. Just deterring would be perfect,” shared Hiawatha Police Department’s Captain Ben Kamm, who has taken on the project. “We’re particularly proactive around the holidays. We had to get creative when all we were doing was taking a report that wasn’t going anywhere. That’s not good service to the public. You have to adjust to make this a priority to do better for the communities you serve.”

Similar to Campbell, the bait package program doesn’t cut heavily into Hiawatha’s time — all that’s needed is an internet connection. All officers can monitor the packages and receive notifications of it being on the move from their desks or patrol vehicles.



While some residents have invested in their own porch cameras to monitor their packages, sometimes it’s not enough. So various law enforcement agencies have stepped up to serve the public and prevent their gifts and investments from being stolen. (Shutterstock.com)

Kamm continued, “I would say more and more of the public expects us to prevent crimes rather than just respond to calls for the crimes. We have support from the citizens and city council to be proactive. That varies from community to community, but I think our citizens prefer that we prevent a crime rather than catching someone doing it.”

The ability to remotely monitor the packages has proven to be worth the cost for Campbell and Hiawatha, offering a way to do more with less. Publicizing plans and strategies not only creates prevention toward porch pirates, but allows opportunity for the community to become involved if they want. Many cities have been both surprised and pleased with the amount of community members who have come forward to offer up their porches and their tips.

“People are tired of being victims,” Berg concluded. “They want to have some sense of control. By allowing them to be a part of the solution, it creates discussion, dialogue and strengthens our relationship with them. That’s a huge benefit we’re seeing, in neighbors coming together to work with us.” **M**

Commitment to mutual benefits turns infrastructure projects from eyesores into assets

By JAY KEELING | POWER Engineers Incorporated

Imagine what is becoming a common situation: a municipal utility needs to build an electrical substation in the middle of an urban neighborhood. Substations have a reputation for being unsightly, certainly nothing anyone wants to live near.

But people need reliable power as well. How can the municipal utility balance residents' need for electricity with the need for the area to be a pleasant, livable community? After all, substations can be in service for decades. If not done right, there won't be a chance to make it right any time soon.

Seattle City Light's dazzling new Denny Substation is an example of what's possible when municipal utilities work with the community and skilled consultants to balance public concerns with technical design challenges.

The substation itself is an architectural marvel. Designed by Seattle architecture firm NBBJ, Denny's slanted walls shimmer in the sunlight and its translucent glass panels emit a soft glow when illuminated at night. The substation provides spaces for people to

not only view the workings of the substation, but to meet, play and eat as well as enjoy outdoor art.

Not all municipalities need to take on a project as complex as Denny, but every municipal utility can take away useful lessons from Denny's success.

Engage stakeholders

City Light held numerous public meetings to ensure an open line of communications with the public. This effort helped address any issues quickly. The utility and the project team created a website to post updates, set up two webcams for the public to watch construction progress, provided a phone hotline, emailed interested contacts and created Facebook and Twitter pages about the project.



Jay Keeling

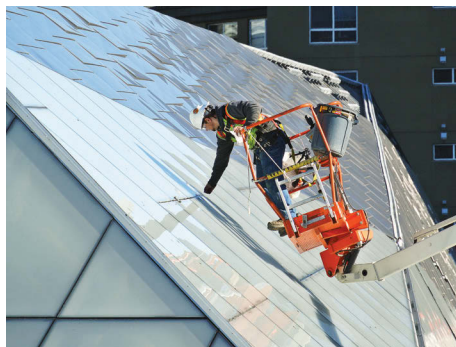
Address size, noise and visual concerns

Early public questions focused on what the substation would look like and whether it meant a bunch of open-air electrical equipment surrounded by a chain-link fence or brick wall. But City Light committed early to provide something different.

Denny Substation takes up nearly two blocks, but it doesn't look like a typical substation. Screening walls angle inward to lower its visual profile and are finished with an attractive combination of metal cladding and

LEFT: Unlike other substations, Denny Substation invites in the public, with viewing areas to see its workings and the offering of public spaces for residents to meet, play, eat and enjoy public art. Public engagement was a key component throughout the development of the substation. (Photo provided)

RIGHT: Work is completed on the Denny Substation. The substation is designed to lessen its impact on its surrounding community. Some were concerned about the potential effects of electromagnetic fields; however, Denny's design features rendered EMF to very low levels. (Photo provided)



Screening walls angle inward to lower Denny Substation's visual profile and are finished with an attractive combination of metal cladding and glass panels. (Photo provided)

glass panels. Because the 115 kV gas-insulated switchgear and 15 kV breakers are housed in buildings, noise and equipment are out of hearing and sight.

Be community-friendly

Unlike almost every other substation built today, Denny Substation is designed to invite people to the site and offer fun things to do. Among the substation's public features:

- An off-leash pet park
- A quarter-mile walking loop elevated by gentle slopes that provide unique views of the city
- Sculpture and other art
- Viewing windows for the public to see the substation interior
- Space for food trucks to serve their fare during lunch or neighborhood events

Promote sustainable features

Solar panels mounted along the interior top edge of Denny's walls and on an interior building rooftop offset the power demands of two indoor spaces for public use. A heat recovery system allows the station to contribute to its own building heating needs. Nearly half of the site's exterior public space is planted with trees, shrubs and groundcover. A large containment vault captures potential transformer oil spills and serves to collect all stormwater runoff from the substation interior area.

Assure stakeholders about EMF, electrical safety


When SCL proposed Denny Substation, residents in nearby buildings raised questions about potential effects of electromagnetic fields. Denny's design features rendered EMF to very low levels and an independent analysis confirmed that the EMF in the area would be no greater after construction of Denny than before. Denny is equipped with a super-safe grounding grid to guard against ground potential rise, which occurs when large amounts of electricity enter the earth, such as during an electrical fault, and that can cause an electric shock to people and animals.

Solving demanding technical and design puzzles

The Denny Substation site presented some demanding technical and design puzzles. A lot of equipment and functions needed to go into a relatively limited space that didn't

allow for an open-air insulation substation. The project placed additional challenges on the design team for space, access, safety and overall design. The design team had to strike a balance between providing a functional electrical power system infrastructure and public features, which was not always easy.

Success depended on being sincere about making the project a benefit to both the utility and the public. The range of disciplines involved required careful planning to help them work together. This effort included weekly team meetings during the design phase. During critical parts of construction, the program team held daily meetings.

Infrastructure projects from substations to generating plants can be built in the middle of a city and don't have to be eyesores. Success requires a lot of coordination and cooperation among elected officials, public agencies, design teams and many others, as well as input from citizens. Moving the project through this process proved to be the real challenge for Denny Substation. Successfully meeting that challenge allows a municipal utility to achieve its mission of service to its customers and to also provide infrastructure that is a community asset. 

Jay Keeling (jay.keeling@powereng.com) is a professional electrical engineer with 30 years of experience and a veteran POWER project manager who specializes in management and design supervision for large utility substation and transmission facility projects.

What municipal managers should know about 5G



DOUG WOOD | Guest columnist
Associate Director,
Grassroots Environmental Education

AS TELECOM COMPANIES GET READY TO ROLL OUT THE next generation of wireless technology, local municipalities are facing thousands of applications for new antenna installations, many of which will be placed in residential areas utilizing existing utility poles. Besides the obvious issues of privacy, safety, security, aesthetics and revenue raised by these installations, another issue looms large on the horizon: the mounting evidence that constant exposure to radio-frequency microwave radiation is impacting our health.

Municipal managers facing grant applications for new 5G antenna permits need to be aware of the existing and emerging science on this critical issue, and consider their obligations to their constituents when deciding how to address this new technology in their communities.

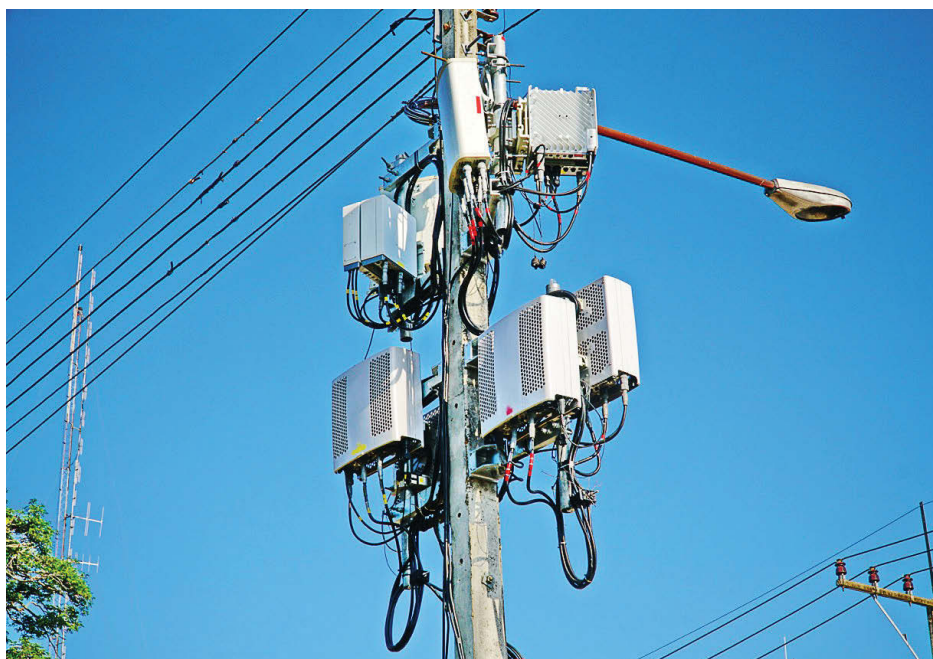
Researchers and cellphone manufacturers have known for years that holding a cellphone against your head for long periods of time

can lead to the development of cancer, and a recent \$25 million dollar study by the National Toxicology Program of the National Institutes of Health added to the extensive scientific literature demonstrating that exposure to radio-frequency microwave radiation can disrupt biological systems, damage DNA, impair neurological and cognitive function and cause oxidative stress that can lead to the development of cancer.

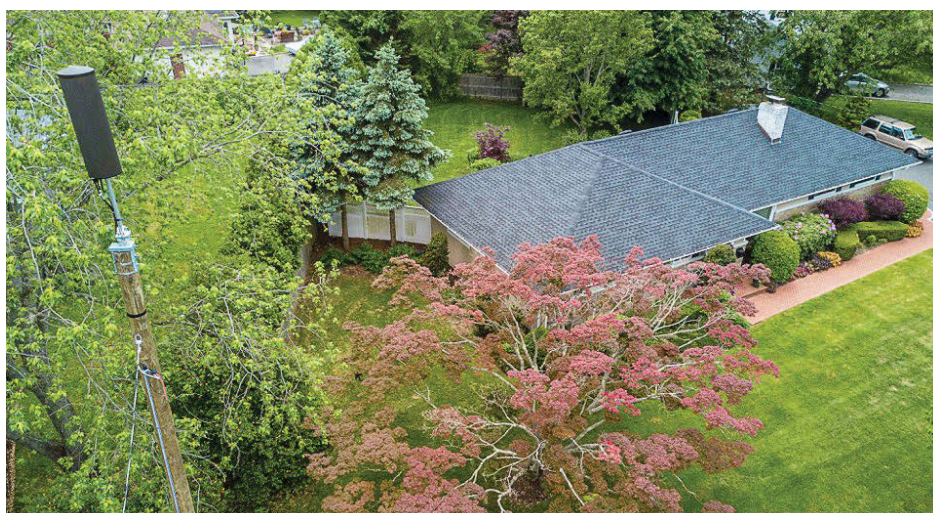
That's why, buried deep in the legal section of every cellphone, manufacturers instruct users not to allow the device to come into direct contact with their bodies. This warning gives manufacturers some degree of legal protection from lawsuits, while not scaring off consumers.

The issue for municipal managers is involuntary exposure. While cellphone users have the option to use a head set, speakerphone, or even not to use a cell phone at all, no such choice exists for people who live in close proximity to a 5G wireless antenna. The antenna will be emitting powerful radio-frequency microwave radiation 24/7, all day every day, week after week, year after year, whether the nearby residents use the service or not. There is no way to escape.

So what's different about 5G? 5G will utilize current 3G and 4G wireless frequencies already in use, and add another layer on top, using millimeter and sub-millimeter waves. While this can make data transfer faster, the new waves don't travel as far, so the rollout of 5G will require a vast network of millions of new antennas located



5G antennas can be more intrusive than made out to be and could be an eyesore in residential areas. (Photo provided)



Pictured is a micro cell in a residential area. (Photo provided)

close to homes and apartments in urban, suburban and rural neighborhoods all across America.

Wireless communications use tremendous amounts of energy. According to the Institute of Electrical and Electronics Engineers, wireless infrastructure consumes at least 10 times as much energy as wired technologies. Thus, this dense network of 5G antennas will require a significant new source of energy, just as towns and cities are trying to move away from fossil fuels and

embrace renewable, sustainable energy to reduce their carbon footprint.

Another concern for municipal managers is our uncertain climate and frequency of severe weather events, and their potential impact on telephone poles and lampposts heavily laden with hundreds of pounds of electronic equipment. Contrary to the claims of industry, the equipment necessary to make 5G function does not fit into a pizza box. Indeed, legislation fast-tracking 5G in the twenty states that have approved it allows

up to 6 cubic feet of equipment to be installed by each wireless carrier. What happens, and exactly who is liable, when that utility pole or lamppost comes down, injuring someone or damaging a resident's home or property, is unclear.

But as most municipal managers know, their options about where antennas may be placed in their own communities are limited. The 1996 Telecommunications Act prohibits any municipality from basing a decision about the placement of a wireless antenna on the basis of "environmental" concerns, which the courts have interpreted to mean "health" concerns. In addition, the legislation recently passed in 20 states preempts local communities from much of the control they formerly had over the placement of antennas.

However, siting decisions can still be based on other factors such as aesthetics, safety, potential revenue and demonstrated need. Recently some municipalities have used declining property values as a justification for denying permits for antennas in strictly residential areas.

Other options available to municipal managers include adopting regulations that require specific setbacks for new wireless antennas. The city of Petaluma, Calif., is considering a code regulation that stipulates that no wireless antenna can be placed within 250 feet of a residence, and may not be closer than 1500 feet from any other antenna.

What are the benefits of 5G? It's not required in residential areas for national security or public safety. It is not needed to improve cellphone service and is not likely to close either the digital divide or the rural divide. What it will do is facilitate the Internet of Things and driverless cars, and allow wireless companies to compete with cable companies to offer internet access.

The debate over the deployment of 5G in villages, towns and cities across the country is likely to grow in the next few years as more science emerges and telecoms expand into new territories. How Americans — and municipal managers — will decide between freedom from involuntary exposure and the convenience of instant technology is anyone's guess. **M**

[The author is the associate director of Grassroots Environmental Education, a nonprofit environmental health organization based in New York.](#)

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

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

DECEMBER

Dec. 3-6 Groundwater Week
Las Vegas, Nev.

groundwaterweek.com

Dec. 4-6 Power-Gen International

Orange County Convention Center, Orlando, Fla.

www.power-gen.com

Dec. 4-7 Florida Parking & Transportation Association 2018 Annual Conference and Trade Show

Sawgrass Marriott Golf Resort and Spa, Ponte Vedra Beach, Fla.

www.parking.org/calendar/florida-parking-transportation-association-2018-annual-conference-and-trade-show/

Dec. 9-12 Safety and Health Conference

B Resort & Spa, Lake Buena Vista, Fla.

www.ffca.org

JANUARY

Jan. 8-10 Landscape Ontario Congress

Toronto Congress Centre, Toronto, Ontario, Canada

locongress.com

Jan. 11-15 American Correctional Association 2019 Winter Conference

New Orleans, La.

www.aca.org

Jan. 13-18 NRPA Event Management School

Oglebay Resort and Conference Center, Wheeling, W.Va.

www.nrpa.org/event-school/

JANUARY

Jan. 15-17 2019 Northern Green Trade Show

Minneapolis Convention Center, Minneapolis, Minn.

northerngreen.org

Jan. 16-18 Arkansas Municipal League 2019 Winter Conference

Statehouse Convention Center, Little Rock, Ark.

www.arml.org

Jan. 18-19 Massachusetts Municipal Association Annual Meeting and Trade Show

Hynes Convention Center and Sheraton Boston Hotel, Boston, Mass.

www.mma.org/mma-annual-meeting-and-trade-show/

Jan. 19-20 Piedmont Fire Expo

Twin City Quarter (The Benton), Winston-Salem, N.C.

www.piedmontfireexpo.com

Jan. 20-24 FDSOA Apparatus Specifications & Maintenance Symposium/FDSOA Annual Health and Safety Forum

Wyndham Orlando Resort International Drive, Orlando, Fla.

www.fdssoa.org

Jan. 21-25 World of Concrete 2019

Las Vegas Convention Center, Las Vegas, Nev.

www.worldofconcrete.com

Jan. 23-25 U.S. Conference of Mayors 87th Winter Meeting

Capital Hilton Hotel, Washington, D.C.

www.usmayors.org/meetings/

Jan. 23-26 Fire-Rescue East
Ocean Center, Daytona Beach, Fla.

www.ffca.org

Jan. 24 Rhode Island League of Cities and Towns 2019 Showcase Event

Crowne Plaza Hotel, Warwick, R.I.

www.rileague.org

Jan. 28-31 Heavy Duty Aftermarket Week

The Mirage, Las Vegas, Nev.

www.hdaw.org

Jan. 28-31 ARFF Leadership Conference

Jacksonville, Fla.

arffwg.org

Jan. 29-31 Underground Construction Technology

Fort Worth, Texas

uctonline.com

FEBRUARY

Feb. 17-20 DRI2019

Planet Hollywood Resort & Casino, Las Vegas, Nev.

conference.drii.org

Feb. 19-21 2019 Indiana Parks and Recreation Association Conference and Expo

French Lick Resort, French Lick, Ind.

inpra.evrconnect.com/conference

FEBRUARY

Feb. 20-22 EMS Today: The JEMS Conference & Exposition

Gaylord National Resort and Convention Center, National Harbor, Md.

www.emstoday.com/index.html

Feb. 20-23 WWETT 19

Indiana Convention Center, Indianapolis, Ind.

www.wwettshow.com

MARCH

Feb. 26-March 1 Missouri Park & Recreation Association Conference and Expo

Branson Convention Center, Branson, Mo.

www.mopark.org/conference

March 4-6 MSTPA Annual Spring Conference

Hilton Lexington Downtown, Lexington, Ky.

mstpa.org/annual-conference

March 10-13 NLC Congressional City Conference

Washington, D.C.

www.nlc.org

March 14-16 NUCA Annual Convention and Exhibit

Naples Grande Beach Resort, Naples, Fla.

www.nuca.com/convention

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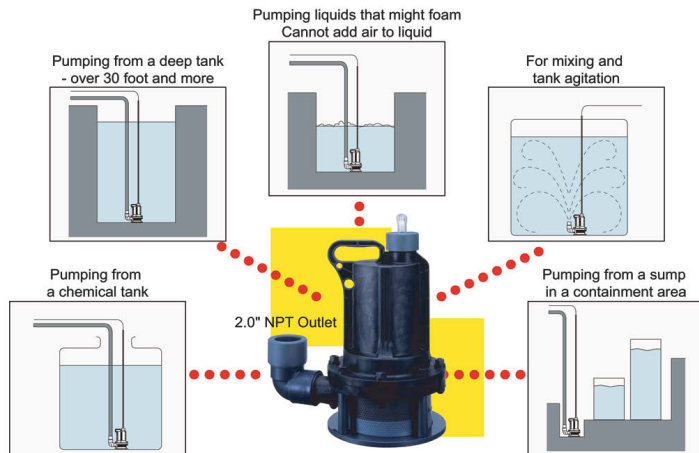
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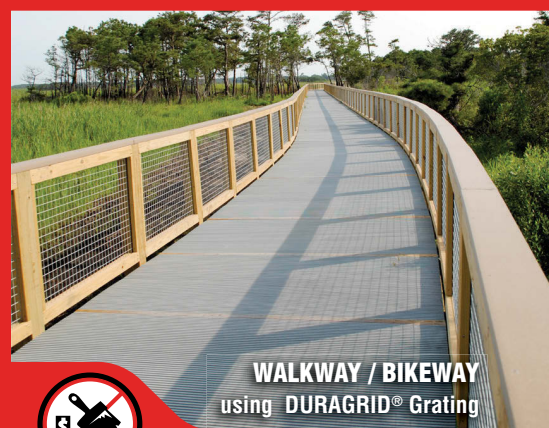
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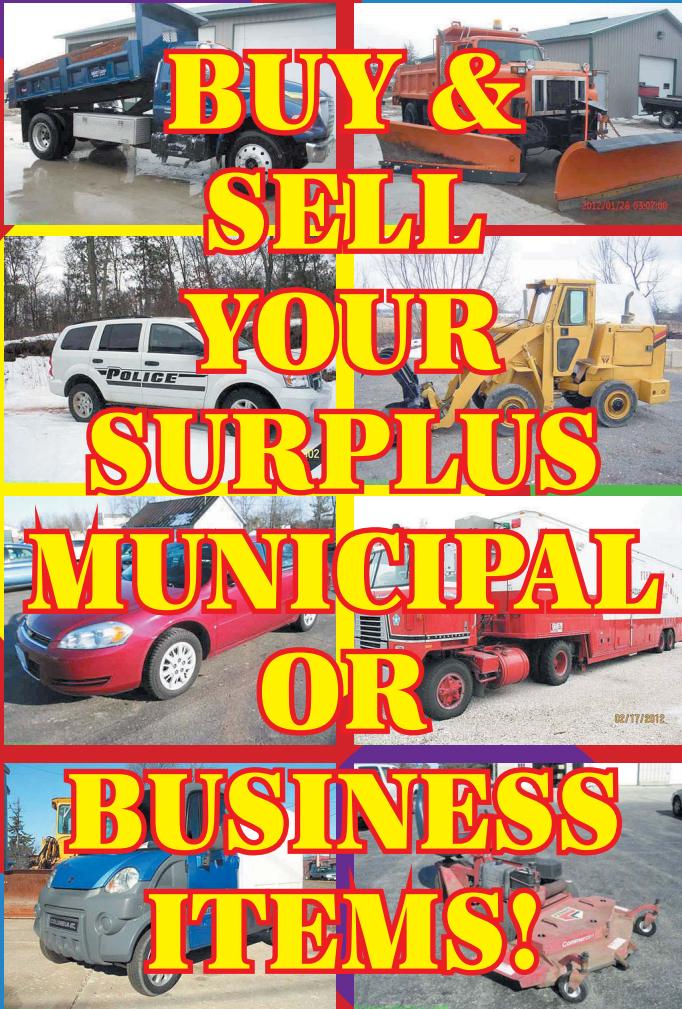
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Four contracts awarded in fleet management services category

STAPLES, MINN. — Offering a variety of solutions and resources for the fleet industry, four vendors have been awarded contracts in the Fleet Management Services category at Sourcewell.

Sourcewell — formerly NJPA — is a national cooperative purchasing organization, and it recently awarded the contracts following a nationwide competitive solicitation process. These contracts offer acquisition of all vehicle types through lease or financing options. Additional options offered after acquisition include aftermarket vehicle customization, maintenance, fuel management, telematics, short term rentals and vehicle resale.

“I’m really excited about this category,” said Sourcewell contract administrator Scott Carr. “The vendors’ progressive approach to fleet management and leasing of assets will create life-cycle cost savings and efficiencies for our members. Regardless of the vehicle type or size of fleet, we have a solution to meet our members’ needs.”

Purchasing off a contract streamlines the procurement process for public entities resulting in a savings of time and money.

Effective July 24, 2018, these contracts are available to all Sourcewell members throughout the United States and Canada.

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Contract

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Americans agree dog parks benefit local communities


ASHBURN, VA. — According to a recent poll conducted by the National Recreation and Park Association, nine in 10 Americans — or 91 percent — believe dog parks provide benefits to the communities they serve. More than half — 55 percent — of park and recreation agencies currently have at least one dog park.

Americans list the top three benefits a dog park can have on a community as:

- Gives dogs a safe space to exercise and roam around freely — 60 percent
- Allows dogs to socialize with other dogs — 39 percent
- Allows owners a chance to be physically active with their pet — 36 percent

Availability of dog parks is especially popular among millennials — 94 percent — and Gen Xers — 92 percent — followed by baby boomers — 89 percent — who agree dog parks provide benefits to communities.

“Dog parks are among the fastest growing amenities park and recreation agencies offer,” said Barbara Tulipane, CAE, NRPA president and CEO. “Whether it’s allowing dogs a chance to play off-leash or get exercise with their owners, having a safe space to roam freely benefits the surrounding communities.”

This poll is part of NRPA’s Park Pulse, a continuing series of monthly surveys that gauge the public’s opinion on topics relating to parks and recreation. To explore previous Park Pulse survey results, visit www.nrpa.org/Park-Pulse. 

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.

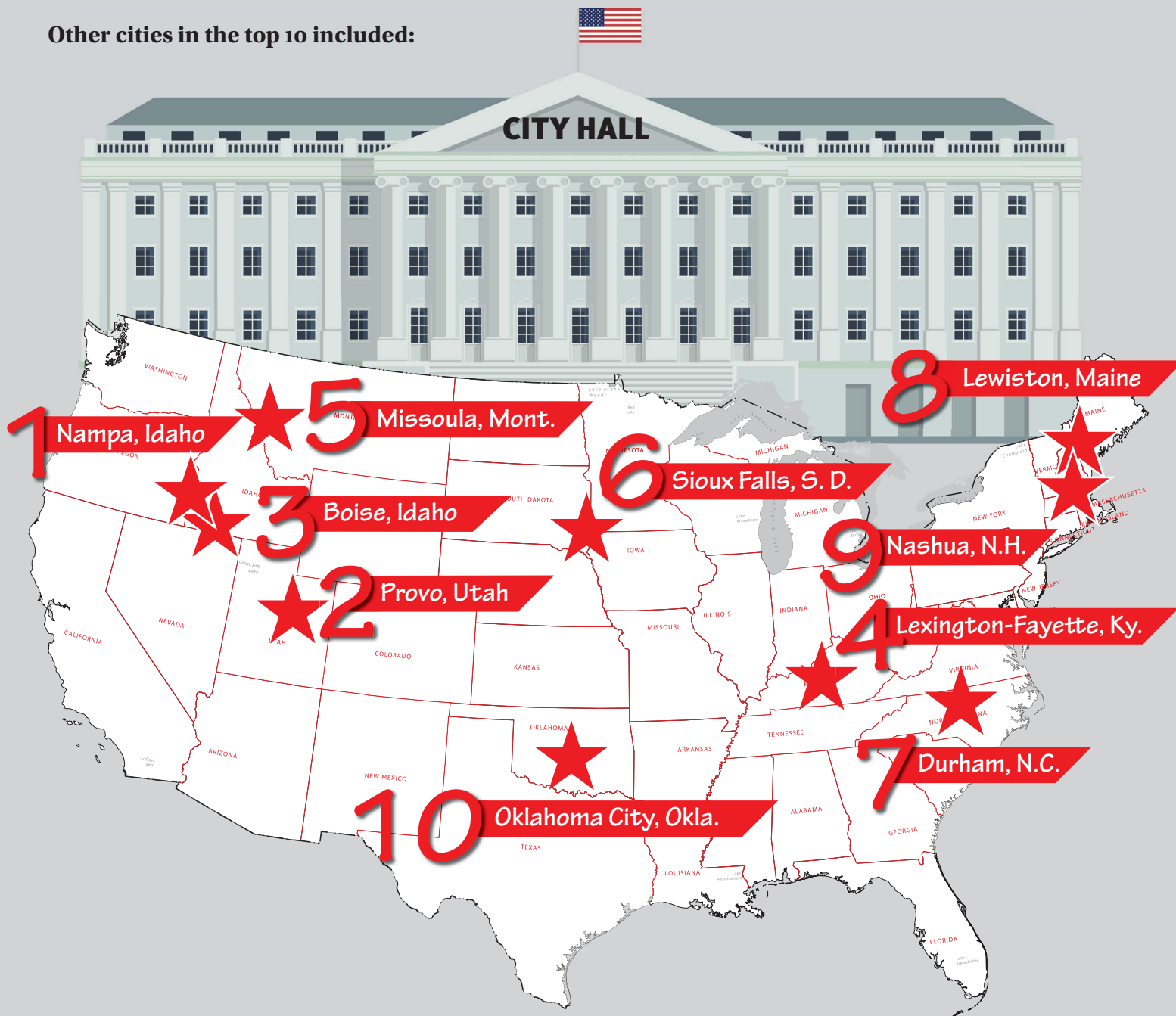
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Top 10 best-run cities in the U.S.

In 2018, Wallethub looked at the operating efficiency of 150 of the U.S.'s biggest cities. Its website notes, "We constructed a 'Quality of Services' score made up of 35 metrics grouped into six service categories, which we then measured against the city's per-capita budget." Those service categories include: financial stability; education; health; safety; economy; and infrastructure and pollution. The metrics that went into these categories included everything from the quality of schools and hospitals to unemployment rates and crime numbers.

While Nampa, Idaho, only ranked 70 on the "Quality of City Services" scale, it ranked No. 1 in "Total Budget per Capita," leading to it being named the 2018 best-run U.S. city.

Other cities in the top 10 included:



A

Alumitank.....	63
Attack Mats LLC.....	14

B

Bonnell Industries.....	Back Cover
Boss Industries.....	33
Buyers Products Company.....	3

C

Clearspan Fabric Structures.....	15
Curb Roller.....	23
CVG.....	57

D

D & D Instruments.....	55
------------------------	----

E

ECM Performance.....	23
Ember 911 Incorporated.....	23

F

Fecon Incorporated.....	43
Frost Incorporated.....	33

G

Global Environmental Products.....	2
------------------------------------	---

H

Halliday Products Incorporated.....	22
Harmony Deicing.....	16
Holder Tractors Incorporated.....	15
Hydraulic Cylinders Incorporated.....	29

I

Imel Motors.....	57
------------------	----

K

KM International.....	Cover, 10-11
-----------------------	--------------

L

Land Pride.....	16
Larry Stigers Equipment Trailers & Trucks.....	5

M

Mitch Lee Products.....	16
-------------------------	----

N

National Construction.....	42
New Equipment Leasing Incorporated.....	28
NTEA - The Work Truck Show.....	62

O

Omega Industrial Products.....	47
--------------------------------	----

P

Power Engineers.....	Comapny Profile, 50-51
----------------------	------------------------

S

Silt-Saver Incorporated.....	9
Strongwell.....	58

T

Tech Products Incorporated.....	33
Tire Service Equipment.....	7

V

Vanair Incorporated.....	29
Varco Pruden Buildings.....	43

W

Wisconsin Surplus Auctions.....	59
World Chemical USA Incorporated.....	55

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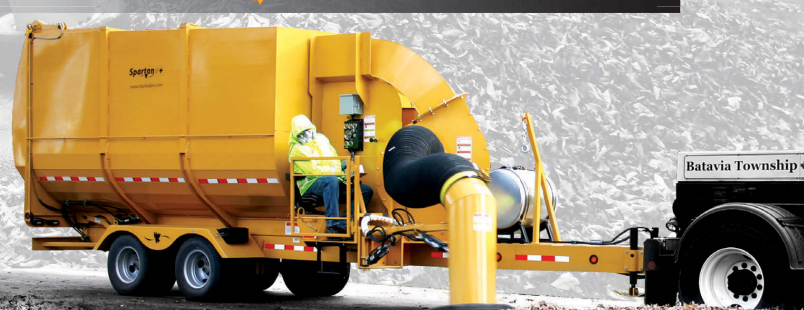
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