

# THE MUNICIPAL

*The Premier Magazine For America's Municipalities*

January 2019

## Maintenance & Operations



### INSIDE:

Why are U.S. cities adopting the “Pivoted Turnbuckle” manhole riser?

Broadening perspectives by going abroad

GIS, an invaluable tool for municipalities



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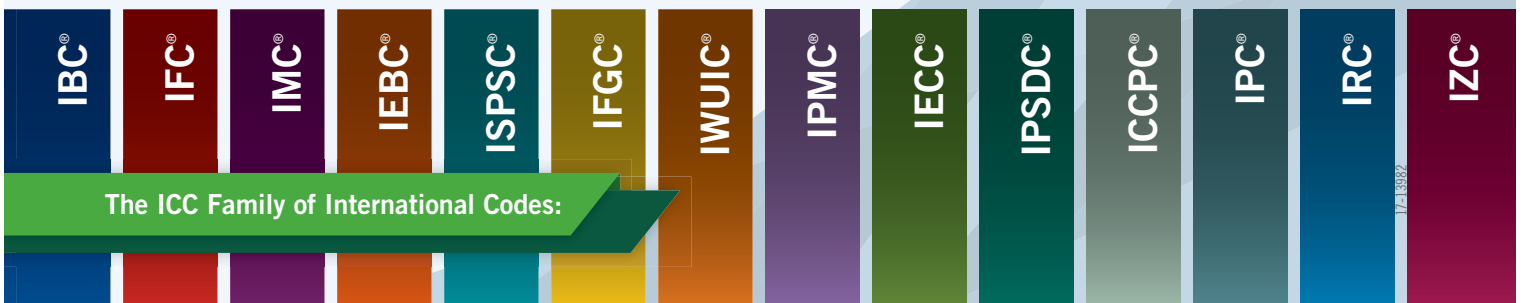


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18



22



44



48



## 17 Focus on: Maintenance & Operations

**18 Focus On Maintenance & Operations:** *New perspective for the new year: Travel abroad*

**22 Focus On Maintenance & Operations:** *How municipalities are adapting GIS to serve the community*

**24 Focus On Maintenance & Operations:** *Naperville, Ill., feeling drained*

**28 Focus On Maintenance & Operations:** *Long live the King*

**32 Focus On Maintenance & Operations:** *For crisis and crisis prevention, communication is the key*

**36 Public Safety:** *What specialists highly recommend for handling cannabis DUIs*

**40 Building & Construction:** *Detroit takes steps to highlight the importance of locals in skilled trades careers*

**44 Water & Energy:** *Arizona leads in water resiliency*

**48 Streets, Highways & Bridges:** *The benefits of pedestrian bridges and the extraordinary effort to get them built*

Pages 22 and 17 shutterstock.com, all other photos provided

### ON THE COVER

Milwaukee, Wis., has found big upsides — and very little downsides — to using American Highway Products’ pivoted turnbuckle manhole risers. After a pilot project, the city found that the risers could handle heavy loads without experiencing failures or slips. Learn more about Milwaukee’s and Jefferson County, Ala.’s, experiences with the pivoted turnbuckle manhole risers on page 10.



# OMEGA

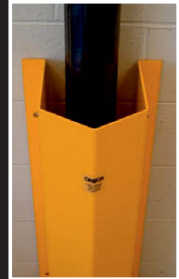
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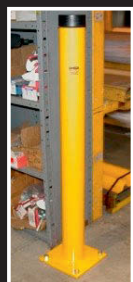
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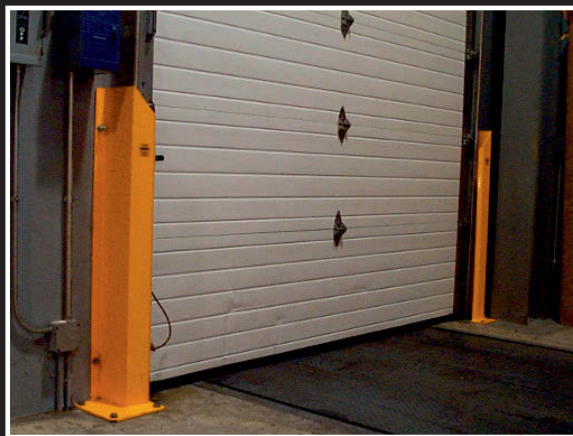
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# Departments



12

## Fort Gaines, Dauphin Island, Ala.

- 8** **Editor's Note:** *Ringin' in 2019*
- 10** **From the Cover:** *Adjustable manhole risers offer many pluses*
- 12** **Unique Claims to Fame:** *Fort Gaines, Dauphin Island, Ala.*
- 14** **City Seals:** *Lansing, Kan.*
- 34** **City Profile:** *A hidden gem: Get to know the community of Castine, Maine*
- 52** **Conference Calendar**
- 53** **Product Spotlights**
- 54** **Classified Ads**
- 56** **News & Notes**
- 60** **Top 10:** *2018's fastest-growing cities in America*
- 61** **Advertiser Index**



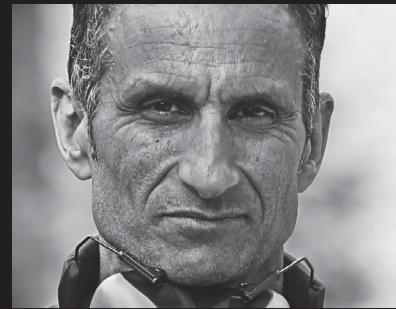
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# Ring in

# 2019



Sarah Wright | Editor

**2018 IS A WRAP, AND WITH THE** start of a new year, thoughts are likely on what needs to be done next — or on the projects that still need wrapped up. Unlike the New Year's resolutions of average citizens, it takes a team to organize city priorities, projects and goals across departments; they also require the approval of a city council. Communication is key to getting everyone on the same page — ignoring the presence of any conflicting personalities that seem to crop up in any organization, whether a city or a private company.

Maintenance probably tops or is within most municipal departments' top 10 list of needs for 2019. In December, Decatur, Ill., proposed up to \$48 million in infrastructure projects for 2019, which would include addressing neglected municipal-owned roadways and outdated sewers while also finishing a new Fire Station No. 5. In late

November, Bossier City, La., requested city council approval of a \$60 million bond that would fund city projects like the expansion of the northern parkway extension, an addition to the city's animal control facility and improvements to city roads and ditches. These cities are not alone with several others also trying to make room in their budgets to prevent infrastructure woes.

However, with so many demands on limited budgets, data is invaluable when presenting needs and to propel projects from ideas to reality. Geographic Information Systems have been one tool in cities' toolbox when it comes to data gathering and putting said data into an overall picture. GIS has been invaluable when mapping miles upon miles of infrastructure and cataloging its present state. Writer Andrew Mentock will be sharing other ways cities are sliding GIS into their operations, from public works to transportation and everything in between.

Fresh perspective can also benefit city operations, including stepping away from your own city and exploring the operations of another. Writer Denise Fedorow spoke with Bend, Ore., City Manager Eric King who recently participated in the International City/County Management Association's International Management Exchange program for the second time. This time he was

able to see the workings of Frankston, Victoria, Australia. The experience offered ideas for the future of technology and how Bend could better position itself to become a Smart City. When King hosted his Australian counterpart, he also received positive feedback: "We've been having a challenge funding roads, and when (Tim Frederico, director of corporate development for Frankston) came, he remarked how nice our roads were. Seeing the reflection of our city in his eyes gave me confidence in our city overall."

Bend is definitely onto something. It ranked No. 4 on WalletHub's list of the "2018 Fastest-Growing Cities in America," so kudos to it and the other cities making up the list's top 10 — see page 60.

With any luck, 2019 will also bring great growth to your municipalities. For those impacted by disaster in 2018, we pray 2019 brings healing and further recovery. Have a happy New Year, everyone! **M**

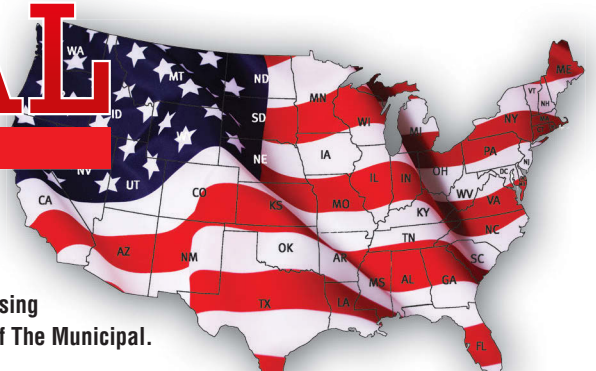
Happy New Year

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# Adjustable manhole risers offer many pluses

By ANGUS W. STOCKING, L.S.

**Manholes are durable infrastructure; however, they need to be kept at grade — level with top of pavement — to prevent inflow and infiltration and to avoid roadway degradation and traffic hazards. This can be a real struggle for road crews, particularly if faced with a large system of pipes and manholes. To meet this challenge, cities are turning to American Highway Products' pivoted turnbuckle manhole risers.**

These are sturdy galvanized steel risers, precisely sized to order, that feature a turnbuckle. Using a screwdriver as a lever, the turnbuckle transmits thousands of pounds of force to the flexible rim, seating the riser into original utility rim securely — installation typically takes five minutes or less. And unlike

risers that depend on set screws or other mechanisms for adjustment, the pivoted turnbuckle riser connects tightly around its entire circumference, like a pressed-in bearing.

Both Milwaukee, Wis., and Jefferson County, Ala., have used the pivoted turnbuckle manhole risers to great success.

**ABOVE:** *The risers are easy to install and safer for crews due to their relatively light weight. They are also very cost effective compared to jackhammering and manual lifting. (Photo provided)*

## **Big upside, little downside**

"We were having problems in the city with cast-iron manhole risers," said Milwaukee's, engineer in charge Samir Amin, P.E. "They're usually fine, but on occasion they would slip or rattle out, and that led to car damage and claims — there was definitely room for improvement."

Several years ago, Amin was approached by a representative from American Highway Products, who demonstrated the company's adjustable riser, the pivoted turnbuckle manhole riser.



It seemed like a good idea to Amin, so he organized a pilot project. “We picked a street that’s near our municipal yards, a street that sees a lot of heavy truck traffic,” he explained. “We set several of the adjustable risers there and just watched over time. They handled heavy loads, and there were no failures or slips, so we were convinced that they would work better than the nonadjustable risers that were being used.”

The city couldn’t specify a particular brand of riser. Instead, Milwaukee wrote specifications for riser use that required adjustable risers with a mechanism similar to the pivoted turnbuckle. That was about four years ago, and the results have been good.

“At the very beginning we faced some resistance from contractors, who were used to the readily available cast-iron risers,” Amin said. “But really, that went away quickly, and now nobody mentions it.”

City crews also install American Highway Products’ risers, including the firm’s catch basin risers, and keep about a hundred risers in inventory for use as needed.

Costs didn’t go up. “Risers aren’t really a big item in most of our mill and fill bids, and I didn’t notice any significant increase in costs due to the required use of adjustable risers,” said Amin.

By now, close to a 1,000 are installed. Milwaukee has emphasized milling and repaving in recent years, and Amin estimated that between two to 300 risers are installed annually. And in all that time, none have rattled out, or failed in any way.

“They’re a successful product, and we’re very happy with them,” said Amin. “They cost a bit more compared to cast-iron risers,

but now we have no worries about them coming loose, and that means a lot.”

### No complaints

“We maintain sewers for the whole county, including all the municipalities,” said Jefferson County Commission sewer construction maintenance supervisor Brian Champion, explaining the role of the commission’s environmental services department. “It’s a big job.”

Indeed it is. Home to Birmingham and more than 660,000 residents, Jefferson County is Alabama’s most populous county, and the sewer network Champion maintains includes 3,600 miles of pipe... and 80,000 manholes. That last figure represents a sizable amount of annual maintenance. So whenever Jefferson County roads are paved or repaved, manholes usually need to be raised to match the new roadway thickness. And that responsibility falls to the environmental services department.

“We’re responsible for raising our manholes to grade whenever a road is being repaved,” Champion explained. “The municipalities let us know whenever they have road work scheduled, and we work with contractors to raise the manholes just before paving.”

The amount of manholes raised annually depends on the amount of paving done by municipalities and is unpredictable. Some years the department raises as few as 50 manholes, but fairly often, that number rises to 300 manholes or more. This much variability in annual manhole maintenance costs can be a budget buster, especially if the manholes are raised conventionally by digging out utility frames and building them up with brick and mortar. That process can be a day’s labor

**LEFT:** Jefferson County, Ala.’s, Environmental Services Department oversees the maintenance of 80,000 manholes. It raises the manholes to grade whenever a road is being repaved and has had a good track record with the pivoted turnbuckle manhole risers. (Photo provided)



**ABOVE:** A worker easily adjusts American Highway Products’ pivoted turnbuckle manhole riser using a screwdriver in Milwaukee, Wis. (Photo provided)

for a crew, plus the expense and sustainability costs of hauling waste.

Fortunately, Jefferson County rarely needs to raise manholes the traditional way. “Now and then we still reset manually, but only when the paving lift is about four inches — and that’s unusual,” Champion said. “Most of the time we use the risers.”

The risers are quick and easy to install. “Five to six minutes,” said Champion, adding they are safer for crews due to their relatively light weight while also being very cost effective compared to jackhammering and manual lifting.

And they have a good track record. “We’ve looked at a lot of other options, and nothing else is made or designed as well as these risers — and quality matters,” Champion said. “We keep these in stock and have been using them at least 18 years — the whole time I’ve been here — and I only know of two that have failed. And those weren’t the fault of the riser. One was a freak accident, and one was a rushed installation. Really, we have no complaints.” **M**

[Angus W. Stocking, L.S., is a licensed land surveyor who has been writing about infrastructure since 2002.](#)



# Fort Gaines Dauphin Island, Ala.

*The pentagon-shaped fortress was established in 1819. Construction was completed in 1861. A series of brick-lined tunnels leads to the corner bastions.*

by RAY BALOGH | The Municipal

*Photos provided by Dauphin Island Chamber of Commerce*

**At the eastern tip of Dauphin Island, Ala., a barrier island stretching 14 miles east to west but measuring only 1 3/4 miles at its widest point, lies Fort Gaines, a rugged piece of centuries-old history.**

Construction on the fort, a pentagonal fortress of brick, masonry and earthen ramparts, began in 1819 but was suspended two years later when Congress canceled its appropriation. Congress reauthorized funding in 1846, though construction did not resume until 1857.

The fort, named after War of 1812 hero General Edmund Pendleton Gaines, was completed by Confederate engineers in 1861. It played a pivotal role in the August 1864 Battle of Mobile Bay, three miles to the north, where Union Admiral David G. Farragut uttered his legendary order, "Damn the torpedoes! Full speed ahead!"

Partially modernized for the Spanish-American War, the fort's role in harbor defense gradually waned as its guns became overpowered by the artillery on foreign battleships. After World War I, the U.S. War Department sold Fort Gaines to the state of

Alabama, retrieved ownership to briefly reactivate the fort during World War II and then returned the site to Alabama. Fort Gaines opened as a state park in 1955.

The stalwart relic, complete with a tunnel system reaching the five corner bastions, has weathered battle, hurricanes and tropical storms and is still imperiled by shoreline erosion, which claims 10 feet of Gulf of Mexico beach a year. In 2009 it was identified as one of America's 10 most endangered Civil War battlefields; two years later it was placed on the list of "America's 11 Most Endangered Historic Places."

But inside its walls thousands of visitors every year experience re-enactments of fort life from the 1700s to the mid-1900s. Fort Gaines is hailed as one of the most visited family-friendly historic sites in Alabama. Included in the fort's attractions are eight original artillery pieces; a blacksmith shop;



*Blacksmith demonstrations are an educational staple at Fort Gaines.*

kitchens and bakery; officers' and soldiers' quarters; museum; gift shop; and the anchor from Farragut's flagship, the U.S.S. Hartford.

Guided tours by a soldier in period uniform, including a cannon firing demonstration and blacksmithing, are available for groups of 15 or more. Self-guided tour literature is available at the entrance gate.

Fort Gaines is currently under the management of the Dauphin Island Park and Beach Board, which holds special events throughout the year. The Battle of Mobile Bay is commemorated with a one-day celebration every August, and the "Colonial Isle Dauphine" and "Christmas at the Fort" are held in October and December, respectively.

The fort is not the only attraction on the island, the entirety of which has been declared a wildlife preservation and bird sanctuary. Tourist diversions include the island's abundance of beaches, fishing spots, shops, galleries, restaurants, golf, parks and educational venues such as the Dauphin Island Sea Lab and Little Red Schoolhouse.

Accommodations include hotels, motels, condominiums and private homes, all available every season for rental.

Known as the "Sunset Capital of Alabama," the picturesque, serene community of 1,300 permanent residents boasts a quiet, relaxing lifestyle. The town's website promises "you haven't lived until you've experienced the approaching dusk of day from any point on the island."


The municipal government, headed by a mayor and town council, publishes "The Town Crier," a monthly four-page newsletter, available for free on its website, [www.townofdauphinisland.org](http://www.townofdauphinisland.org).

The contents are what one would expect from a small-town periodical. The December 2018 edition heralded such news as:

- an invitation for girls 2 to 18 years old to enter the 2018 Miss Dauphin Island pageant
- announcement of a ceremony to unveil a plaque recognizing the Little Red Schoolhouse as a recent inclusion in the National Register of Historic Places
- extension of the island's sand removal pilot program
- details of the annual veteran's benefit auction
- receipt of a grant to revise the town's zoning ordinances
- adoption of new building codes
- announcement of an upcoming BB gun turkey shoot
- approval of the 2018-19 town budget, the first time it has exceeded \$3 million
- plans for the development of a new community center

Fort Gaines is open year-round from 9 a.m. to 5 p.m. seven days a week. Admission is \$8 for adults 13 years and older and \$4 for children ages 5-12.

The island is accessible by automobile from the Alabama mainland by the 3-mile-long high-rise bridge along Highway 139. The Mobile Bay Ferry shuttles visitors and their vehicles to and from the island every hour and a half beginning at 8 a.m.

Maps of the island are available at the Dauphin Island Welcome Center. 

For more information, call the fort at (251) 861-6992 or the town at (251) 861-5525 or visit [townofdauphinisland.org](http://townofdauphinisland.org), [www.dauphinisland.org](http://www.dauphinisland.org) or [www.dauphinislandhistory.com](http://www.dauphinislandhistory.com).



*Re-enactors at Fort Gaines regularly conduct cannon firing demonstrations during tours and special events.*



*A Fort Gaines re-enactor displays colonial apparel and other memorabilia.*



*Fort Gaines contains eight pieces of artillery originally used during the Civil War.*



## Lansing, Kan.

Lansing, Kan., self-proclaimed as “The City With a Future,” includes several ingredients for success in its city seal.

The four quadrants of the circular seal contain images of a church, representing faith and morality; a mortarboard, tassel and diploma, expressing the importance of education; the scales of justice, depicting fairness and social order; and the silhouette of a family, with father, mother and two children.

Tucked along the Missouri River in the northeast corner of the state, the municipality of 11,947 has grown by about 2,000 residents every decade since 1960.

The city is named for William Lansing Taylor, a pioneer settler born Oct. 30, 1831, in New York. He studied law and medicine and was taken prisoner in Missouri during the Civil War.

After he agreed not to take up arms against the South, he was paroled. He broke his word in 1862 by enlisting in the 7th Kansas Volunteer Cavalry Regiment under a pseudonym, James William Lansing, the name he would use the rest of his life.

He worked as a hospital steward for the regiment and after the war took a similar position at the Kansas State Penitentiary, which opened July 1868.

After resigning from the penitentiary, Lansing opened a business including a mercantile store, post office and apothecary. Though technically not a doctor, he became known as “Doc Lansing.”

Lansing and his friend and real estate partner, John C. Schmidt, purchased 90 acres of land and platted the parcel into town lots in 1878. They donated the streets for public use and named the area town of Lansing.

It and the adjoining town of Progress were merged to form the present municipality, which was incorporated in 1959.

The penitentiary, renamed the Lansing Correctional Facility in 1990, remains the city’s largest employer, with more than 1,000 workers overseeing 2,000-plus inmates. The 2,538-acre facility was authorized by the Kansas constitution in 1959.

Much of the city’s history is preserved in the Lansing Historical Museum, housed in an 1887 Atchison, Topeka & Santa Fe railroad depot. In the face of the structure’s imminent demolition in 1989, concerned citizens formed the Lansing Historical Society and saved the depot, moving it to the Lansing Correctional Facility grounds. Volunteers and inmates collaborated in renovating the building.

For more information, visit [www.lansing.ks.us](http://www.lansing.ks.us) or call (913) 727-3233. ■



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# Focus on:

# MAINTENANCE and OPERATIONS

## 14,000



The number of storm drains available for adoption in Naperville, Ill. Citizens who adopt a drain are responsible for cleaning it of debris, especially before rain events to reduce flooding.

*Read more about this unique program on page 24.*

## 1914

The year when the King Theatre in Ida Grove, Iowa, was built. The small town of about 2,200 individuals assumed liability for the King and has been working to bring it back to its former glory.



*Read more on page 28.*

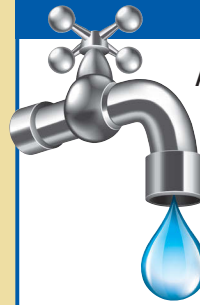
## 15 to 20 percent

The amount of revenue that comes from state grants and the balance from fees in Frankston, Victoria, Australia. Bend, Ore., City Manager Eric King learned about Frankston through an exchange program that is offered by the International City/County Management Association.



*Learn about the exchange of ideas between cities thanks to city manager/mayor exchanges on page 18.*

## 77 percent



Around 77 percent of more than 148,000 voters backed a proposal to alter Baltimore, Md.'s, charter to declare the "inalienability" of its sewerage and water-supply systems, prohibiting asset sales or leases of these systems. The vote has made Baltimore the first large U.S. city to ban water privatization.

*Source: [www.reuters.com/article/us-usa-water-cities/baltimore-votes-to-become-first-large-u-s-city-to-ban-water-privatization-idUSKCN1NC2O4](http://www.reuters.com/article/us-usa-water-cities/baltimore-votes-to-become-first-large-u-s-city-to-ban-water-privatization-idUSKCN1NC2O4)*

## \$13,000



Yerington City Council in Nevada has a contract with Farr West Engineering for this amount. The engineering company will provide a Geographic Information Systems database and online map tools to city employees and residents.

*For more about how cities are using GIS visit page 22.*

## \$20 billion

The federal climate report anticipates that climate change will greatly impact transportation. By 2090, damages to paved roads alone are estimated to cost an annual \$20 billion in a high climate impact scenario.



*Source: [www.smartcitiesdive.com/news/federal-climate-report-impact-on-cities/543019/](http://www.smartcitiesdive.com/news/federal-climate-report-impact-on-cities/543019/)*

# New perspective for the new year: Travel abroad

By DENISE FEDOROW | The Municipal

**It's a new year and there's something about swapping calendars that creates a desire to start anew — to do something different; to be better. If you're looking to approach city operations in a more creative manner, consider traveling abroad to see how others manage their own municipalities.**

The International City/County Management Association has a foreign exchange program called the International Management Exchange program that was established in 1979. ICMA maintains affiliation relationships with local government professional organizations worldwide. They have signed agreements that commit both organizations to, among other things, collaborate in the exchange of leadership practices, expand the international perspective of each organization's individual members and join resources when appropriate to more effectively foster professional local government management worldwide. Senior officers of each organization attend each other's conferences, contribute to each other's publications and, of course, engage in one-on-one exchanges through the program.

Some of the participating countries include Australia, Bangladesh, Belgium, Canada, Czech Republic, Denmark, Dominican Republic, Honduras, India, Indonesia, Ireland, Israel, Kenya, Nepal, Netherlands, New Zealand, Norway, Palestine, Philippines, Romania, Russia, Slovakia, South Africa, Sri Lanka, Sweden, United Kingdom and Vietnam.

## **Bend, Ore.**

The city manager of Bend, Eric King, has participated in the ICMA exchange program twice. The first time was in 2012 to New Zealand and the second time was this past August to Australia.

"I learned so much," King said of the experiences. "A lot of the issues we face are not so different from the ones they face."

King said he first learned of the program at an ICMA conference, went through the application process and specifically chose English-speaking countries. King has been city manager for 11 years and said he's always done some sort of professional development. In both cases King visited the other country first, and then after his return, he hosted the official from the city he had visited.

He said since Bend is on the West Coast, "I think we tend to have a lot in common with New Zealand and Australia — with our independent Western culture."

According to King, "Bend is the fastest growing city in the county, which means there's a lot of opportunities and it's easier to innovate, but it can also mean a lot of demands on city officials."

King said being able to step away from the demands for a short time and getting a totally different outlook is very helpful.

Since his visit to Australia was more recent, he concentrated on sharing about that trip. He went to Frankston, Victoria, in August and stayed a little more than two weeks. His partner was Tim Frederico, who is the director of corporate development for the city of Frankston, which King explained was like an assistant city manager. He stayed with Frederico's family right outside of Melbourne for the first week.



*Eric King, city manager of Bend, Ore., left, and his International Management Exchange Program partner Tim Frederico of Frankston, Victoria, Australia, attended the Local Government Professionals Australia conference in Canberra this past August. The foreign exchange program is provided through the International City County Management's Association. The two city officials alternated spending a couple of weeks in each other's cities learning the way each operates various city functions. (Photo provided)*

King said he went to work with him every day, went to a council meeting and then they attended the annual Local Government Professionals Australia conference together. He said Frankston has a population of about 135,000 to Bend's 80,000.

"It was good to observe a little larger city size-wise than what we are," he said.



*This photo of the Canberra House of Parliament in Canberra, Australia, was taken by Eric King, city manager of Bend, Ore., when he visited the country as part of the International Management Exchange program. King visited Frankston, Victoria, last August. (Photo provided)*

### Summary of observations of Frankston

City services include infrastructure, streets and stormwater—water and sewer are provided by a separate utility distributor—planning, engineering, economic development, information technology, human resources, facilities/asset management, community relations, communications, parks and recreation, public health and waste management. Public safety—police and fire—are provided by the state government.

Nine council members are all up for reelection every four years at the same time. Sixty-five percent of the city’s revenue is from property taxes. Property tax was capped about two years ago, and the cap is set annually. Fifteen to 20 percent of the revenue comes from state grants and the balance from fees—no

utility rates. Planning and building fees are set by the state and are uniform across cities.

Affordable housing is primarily a state responsibility. State government has a great amount of oversight when it comes to zoning, growth and the conflict resolution of development activity. The city is involved in constructing a performing arts center, sports complex, recreational facilities and buildings for private use. The economic development organizational structure includes tourism, advocacy, downtown development and customer relations. In sustainability and climate action planning, the city has a target of carbon neutrality by 2025. All employees, except the CEO, are included in an enterprise agreement, which is similar to a collective bargaining agreement.

### Insights

“One of the big takeaways I got was that we need to be positioning ourselves better for the future and how much technology will play a role,” King said.

He was referring especially to Smart City technology, and when he returned from his trip, he “implemented a significant organizational change and created an office of performance management and a chief innovation officer with more of a focus on data.”

King said he basically recasted the position of assistant city manager into this chief innovation officer role.

In many areas King noted the two cities do things pretty similarly like sustainability, human resources, IT and infrastructure, “but in some ways, they are leaps and bounds ahead of us—especially with Smart City thinking.”

The two cities struggle with some of the same issues, too—affordable housing, property tax caps and health care, for example. The isolation of the two cities from other cities nearby is also similar. Bend is about three hours away from the next metro area, and while that isolation has benefits of innovation and creativity, it also brings challenges.

King thought it was interesting that Frankston’s council is a blend of city and county, and there’s “a lot more control from state government over local government. Australia’s home rule is very different—the state can come in and ‘can’ an elected official.”

In fact, while they were at the conference, the prime minister was fired. “It was interesting to go through that process,” he said.

Another similarity with the current United States climate is the nationalist idea. “I saw that nationalist idea there, too—even signs that said ‘Make Australia great,’” he said.

### Hosting experience

For King, it was a true exchange as both times the official that hosted him then came to Bend. The New Zealand official and his wife came in 2012, and this past September, Frederico stayed with King and his family for a week, and then the two officials went to Baltimore for a conference.

“I think Tim’s big takeaway was that we do a lot of public involvement,” King said.

Frederico liked that Bend had a lot of committees and community involvement, which helps build community pride, ▶

## About ICMA

The International City/County Management Association held its initial meeting in 1914 at a time when only 32 local governments in the United States and Canada had adopted the council-mayor/manager’s plan of governing. The meeting was held in Springfield, Ohio, at the invitation of O.E. Carr of Cadillac, Mich., and H. M. Hardin of Amarillo, Texas. Hardin had recently been appointed to his first professional management position and felt the need to share his experience and information with the small group of fellow professionals.

The name was later changed to the International City/County Management Association. Today there are 3,003 ICMA-recognized local governments operating under the council-mayor/manager form of government in the U.S.

and he shared with King that was something he wanted to bring more of to Frankston.

“He was really amazed with how the council and staff interacted,” King added.

### Benefits of program

When asked how participating in the program benefited him and the city of Bend, King said he came back “with a library of documents” and fresh perspectives.

“I think there’s more of a rich experience when it’s outside of your cultural norms. Everything is new and exciting, and I find it more stimulating to do this exchange outside of the United States,” he said.

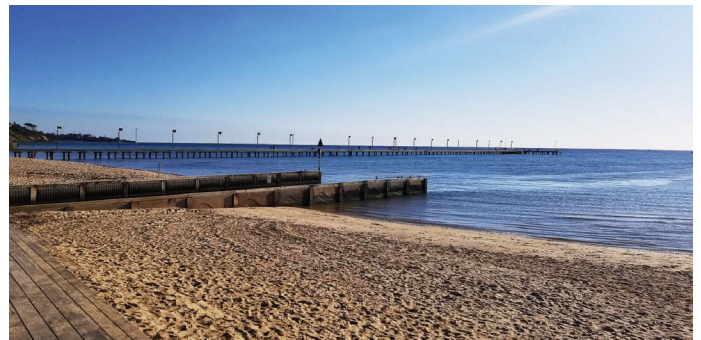
He advised others who’d like to have a foreign exchange experience to go through the application process with ICMA so they have help; additionally, he suggested participants do their homework.

“Choose a country with enough similarities to yours and one that’s strong in areas that you’re not.”

He advised carving out the necessary time and avoid the temptation to turn it into a family vacation.

“It’s helpful to be on your own so you can focus, and in the times you’re alone, you can really absorb what you’re observing,” he said.

When asked how supportive the council was of his trips, he said, “I was really careful that no city resources were used. ICMA paid for



*Eric King said he saw similarities in the coastal city of Frankston, Victoria, Australia, which is why he chose the location to visit as part of the ICMA’s International Management Exchange program this past August. This photos is of Frankston’s beachfront. (Photo provided)*

my conference and I used personal vacation time,” adding that it was really important to him to do it that way.

After hosting he had a renewed sense of pride in his city. “We’ve been having a challenge funding roads, and when (Tim) came, he remarked how nice our roads were. Seeing the reflection of our city in his eyes gave me confidence in our city overall.” **M**



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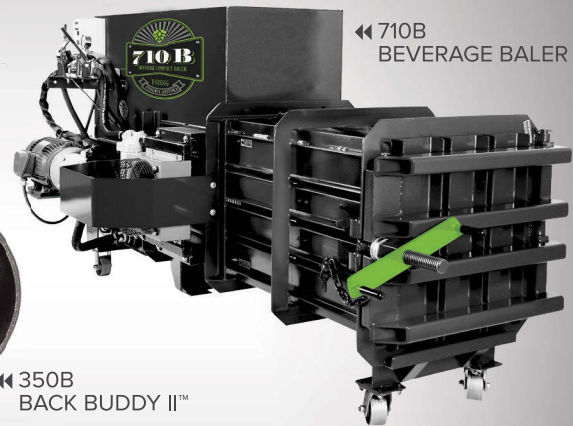
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# How municipalities are adapting GIS to serve the community

By ANDREW MENTOCK

**Data derived from Geographic Information Systems is key for many municipalities and governments looking to improve the level of service they provide their community.**

“So, What is GIS?” posed Caitlin Dempsey, the editor of the GIS Lounge, in an article titled “What is GIS?” “This is probably the most asked question posed to those in the Geographic Information Systems (GIS) field and is probably the hardest to answer in a succinct and clear manner. GIS is a technological field that incorporates geographical features with tabular data in order to map, analyze and assess real-world problems.”

While this definition may not make GIS any easier to understand, the applications of the technology by municipalities are fairly straightforward, even though they are continuously evolving. Municipalities use GIS to update their mapping systems, improve rush-hour traffic, protect green space in densely populated areas and better track the homeless population in urban areas.

This fall, the Yerington City Council in Nevada approved a contract with Farr West Engineering where the company will provide a GIS database and online map tools to city employees and residents. It is a service Yerington City Manager Dan Newell told the Reno Gazette is like “Google Maps on steroids.”

“A GIS database takes someone’s filing cabinets and paper and rolled up plans in the back of the shop, and brings it right to everyone’s tablet, cellphone, etc. around the county,” said Lucas Tipton, a principal engineer/GIS and planning manager with Farr West Engineering.

The contract with Farr West is for \$13,000, and it should improve the organization and



analysis of data for a wide variety of municipal departments throughout the city, from public works to transportation, enhancing operations.

GIS is necessary maintenance for any government looking to stay ahead of the curve and prevent itself from falling behind.

“A lot of local governments are already utilizing this tool,” Tipton said. “I think it’s just going to be more of a necessity for these governments to consolidate and have access at their fingertips at all time. Then they are able to use that information for making future decisions with their assets and capital planning decisions, which is huge.”

Municipalities can share GIS data so that it also integrated with and used by mobile applications such as Waze, which utilizes this information along with data from the local drivers using the app to improve commutes.

“It’s just a really easy to use and widely used app,” said Lynn Biggs, GIS manager for the Cobb County, Ga., Department of Transportation, which partnered with Waze about two



*Cities can share GIS data, integrating it with mobile applications like Waze, pictured. This sharing of information can lead to improved traffic flow. (Shutterstock.com)*

years ago. “It’s a free app that you can download and a lot of people use it. We’ve gotten some benefit when the Braves moved to our county to SunTrust Park. We were able to help people get to this new stadium by inputting the parking lot locations in Waze.”

In return, Waze shares the data it gathers in regards to traffic, accidents and other pieces of information that are valuable to a city or

county. Cobb County then takes the valuable information and adds it to its own GIS system and data, such as police reports, road projects and traffic counts.

Overall, this allows residents and visitors to have a much more pleasant experience in a given area.

“We’re trying to figure out a way to combine all this data to help us improve our transportation network to make it safer, operate better,” Biggs said.

Protecting green spaces is another way municipalities are now using GIS.

Take Boston for instance. New buildings and developments are constantly being added to the already dense urban environment.

So, to protect precious green and open spaces, the city is using a tool called ArcGIS Urban to measure the impact of future developments. This allows Boston officials to more accurately predict if a new building will cast a shadow over green space and at what time of day. This information is then shared with the community.

“We are able to get that information out to the public a lot sooner than we used to be able to,” said Carolyn Bennett, geospatial data manager at the Boston Planning and Development Agency. “I would say ArcGIS Urban has allowed us to really share information and the part of scenario building that’s so important for public engagement.”

Boston also uses GIS to monitor climate change by tracking sea levels and maintaining an inventory of green buildings throughout the city.

Lastly, GIS can help a city serve its resident who are in need of help and support. In Aurora, Colo., Homelessness Program Director Shelley McKittrick has been using the Esri app Survey123 to more accurately track the local homeless population.

After using the app as opposed to the program’s old paper tracking system, McKittrick and her team recorded the locations of more than 100 additional members of the homeless population in Aurora compared to the year before.

“It reduces our risk of having data entry errors and it reduces the time needed greatly for crunching all the data,” McKittrick said. “But it also gives us a good idea of the coverage we made and trying to find folks and where we were able to find folks that were camping.”



*Boston uses ArcGIS Urban to measure the impact of future developments on its green spaces. (Shutterstock.com)*



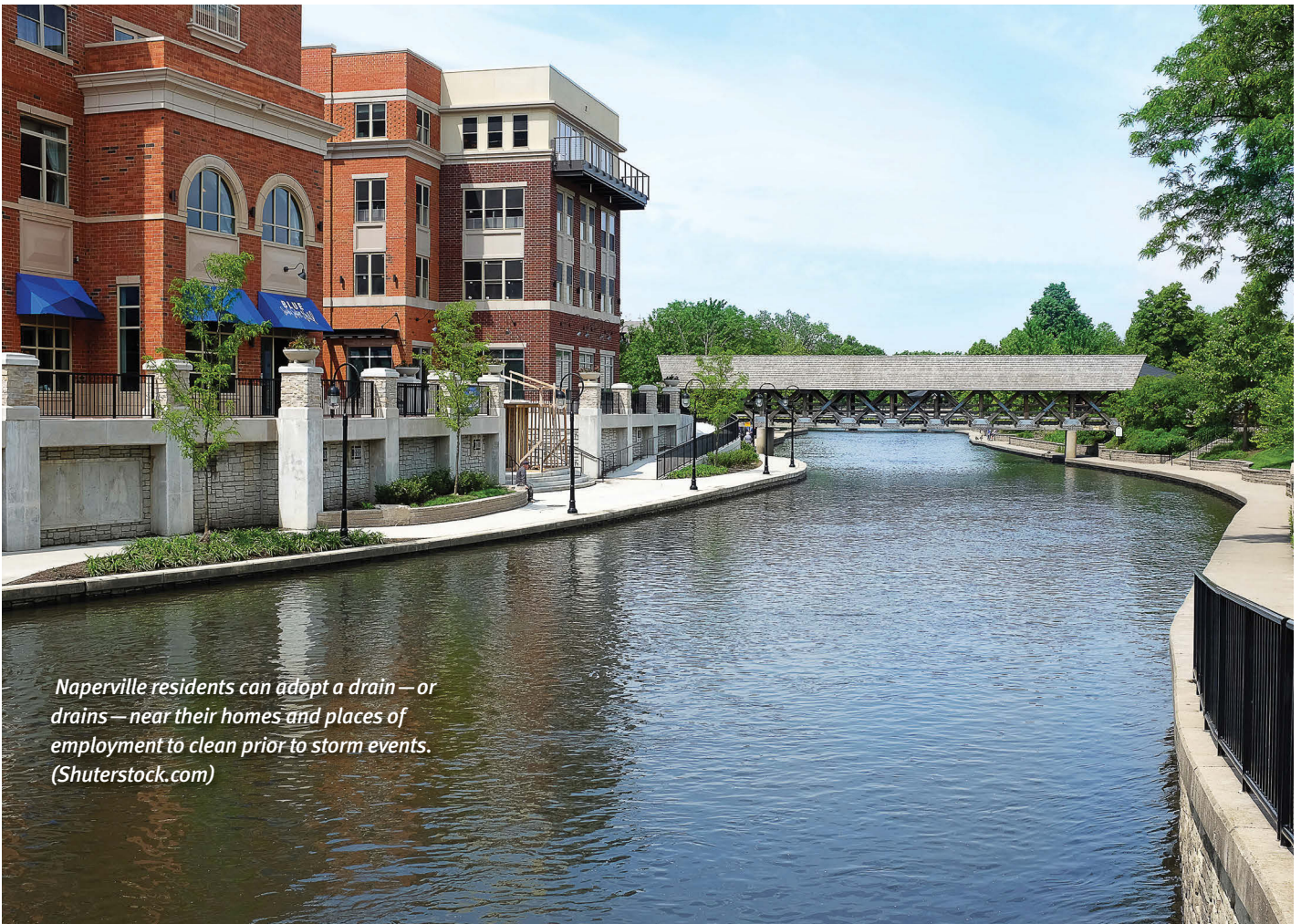
*Cobb County, Ga., has shared its GIS data with Waze. This partnership was beneficial when the Braves moved to SunTrust Park, with the county being able to get people to the new stadium by inputting the parking lot locations in Waze. (Shutterstock.com)*

Knowing where people are enables McKittrick and her team to better serve the homeless, especially during the cold Colorado winters.

This information is kept confidential because she does not want it to get into the wrong hands.

“It could be police forces that are looking to use the data to clear camps,” McKittrick

said. “I work for the city, and I worked very closely with our police department. We’re all coordinating beautifully together across the region, but we would lose the trust of the (homeless) community we’re trying to build a rapport and relationship with so that we can house them.” **M**



*Naperville residents can adopt a drain — or drains — near their homes and places of employment to clean prior to storm events. (Shutterstock.com)*

# Naperville, Ill., feeling drained

By **BARB SIEMINSKI** | The Municipal

**The city of Naperville, Ill., has been offering its citizens a chance to get down and dirty with its new “Adopt-A-Drain” program launched Oct. 1, 2018.**

Since storm drain management has run into more than \$1.1 million annually on maintenance, inspections and repairs on approximately 56,000 drains, the Naperville Board of Works came up with a resourceful volunteer program to keep the drains free of clogging from stormwater runoff and

pollution. This entails a volunteer choosing a nearby drain — or drains — close to his/her home or work and committing to keep it clear of debris.

There is an interactive map on the city’s website from which a drain can be chosen from the roughly 14,000 available. The



eligible drains are in areas where there is not too much traffic and where roadway shoulders are wider.

The program has already become popular with residents, and Dick Dublinski, director of public works, is elated with the program’s success.

“We are so fortunate that more than 200 residents have adopted over 300 drains during





**ABOVE:** With approximately 56,000 storm drains to manage, Naperville, Ill.'s, public works department has its work cut out for it; however, with the city's new Adopt-A-Drain program, its workers are getting an assist from residents. (Photo provided)

the program's first month," said Dubinski. "In addition to preventing street flooding, the small gesture of voluntarily cleaning a neighborhood drain can greatly reduce pollution to our local waterways. We look forward to watching the positive impacts on our neighborhoods and the environment for years to come."

Elizabeth Meil, communications specialist with the city of Naperville, shared the orientation process of volunteer drain cleaners.

"Upon registration, participants receive a welcome packet with information about the program and instructions about how to clean the drains, a quarterly newsletter and an alert via email before predicted storms reminding them to clean their drain," said Meil, adding that many residents have commented that they've been cleaning the drains near their homes for years.

"The first 100 participants to sign up to adopt a drain and become a 'Drain Defender' received a free reflective vest, rake and gloves to perform cleaning duties.

These residents were highly encouraged to use the Adopt-A-Drain application (map) to submit a photo of their drain, report an issue with their drain and report the storm drain as having been cleaned. If they decide they no longer want to participate in the program, they may simply sign into the application and select 'abandon drain.'"

Meil also pointed out that while drainage improvement plans were in place to make the city more flood resilient, with more than 56,000 storm sewers in Naperville, it is difficult for public works employees to clear all the clogged storm drains in a timely manner, especially when there are more imminent threats during a storm. Her office has seen, on average, about 10 drains adopted a week.

"We had our first rain event calling for at least 1 inch of rain accumulation for the overnight on Tuesday, Oct. 27," said Meil.

"Our first rain alert email was sent on Monday, Oct. 26, around 6 p.m. Public works crews noted that they saw a significant difference in the amount of street

flooding, but only 10 percent of program volunteers logged into the system to record that they had cleaned their drain. Because we are only one month (and one rain event) into the program, we're still assessing how to get volunteers to track their cleaning efforts through the system to alert public works crews of which drains have been cleared."

Materials needed are listed in the website: gloves for hand protection; rake or broom to clear the debris; yard waste bag to dispose of garbage; and a neon safety vest or reflective clothing for working on busier streets. As for waste disposal, plastic items can be recycled while grass and leaves are disposed of in a standard yard waste bag for collection. Everything else is disposed of in the regular trash.

During the summer of 2018, two high school interns were tasked with developing an Adopt-A-Drain program for the city that would encourage residents to assist the city by volunteering to clear their storm sewer ▶

inlets before and after a storm to reduce flooding and prevent debris from entering the storm sewers, said Meil.

“The interns worked together to develop the program and create educational information on the benefits of having residents participate in the program. In addition the interns collaborated with the communications staff to develop a marketing campaign that would entice residents to be a part of the program. At the end of their eight-week assignment, the interns presented their recommendations for what the program should be and also how to best market the program to Naperville residents.”

There is one caveat for residents who want to sign up, according to Meil.

“In online registering, once you click ‘adopt,’ you will be prompted to accept or decline a liability waiver,” said Meil. “You must agree before completing the adoption process. If you choose to decline the agreement terms, you will not be able to continue and will not be able to participate in the program.”

After the participant signs in to the interactive map and enters an email address from which to receive login information, she/he will be asked for a team name — if you’re representing a group that will be working together, such as a neighborhood organization or Scouts — and a subdivision name — optional.

Here is where it gets fun: Residents can use their imaginations in naming their little adoptee as long as they’re respectful. Then they can welcome “Bob” or “Stormy D” — um, the “D” stands for “drain” — to their family circle and can proudly show off their selfies with their new drains.

The biggest challenge is keeping current participants engaged. Residents’ participation is vital to the success of the program, according to Dublinski.


“We encourage residents to clean their drains by educating them on the benefits of the program,” said Meil.

Some of these tactics have included:

- Providing knowledge about the benefits of regularly cleaning storm drains;
- Providing widespread facts that will encourage residents to participate;
- Providing facts about how well the program is doing so residents are excited to participate in a program that is making a difference.

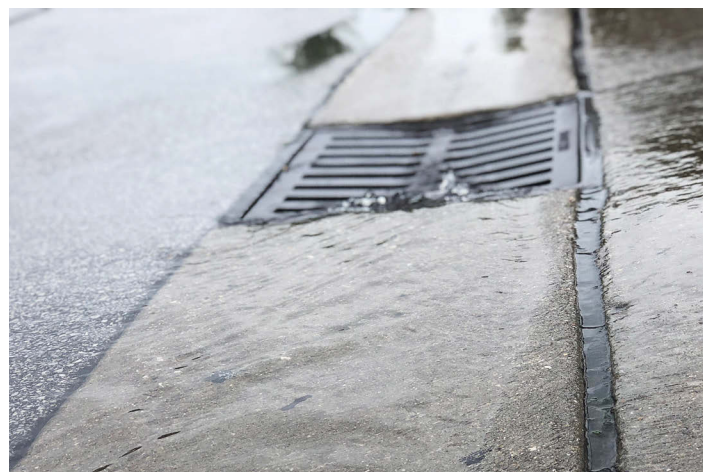
Preparations include having the two high school interns mentioned earlier craft a program that was right for Naperville. GIS employees created the city’s first-ever interactive map that allows residents to directly engage with staff through a map. A team member from communications constructed a communications plan for program launch and tactics to increase community-wide knowledge of the program as well as increase and maintain participation.

“Multiple employees monitor the program and weather daily,” said Meil, who added that someone must be responsible for reviewing the weather to decide when a rain alert is necessary.

“Finally, our continuous engagement has kept current participants involved and we continue to see people having fun with the program, naming their drains and sending in photos. For these reasons, the number of adopted drains and participants continues to increase.” 



*To maintain interest among participants, they are encouraged to name their drains and take selfies with them. (Photo provided)*



*About 10 drains are adopted a week in Naperville since the program launched Oct. 1, 2018. (Photo provided)*



*Notifications are sent out to Adopt-A-Drain participants prior to a weather event so they can clean their drains before the rain hits. (Photo provided)*

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# Long live the King

by SARAH WRIGHT | The Municipal

**Take a step back—just a few decades—and you would find small, one-screen theaters at the forefront of many communities from coast to coast. During the early- and mid-20th century, they not only entertained residents, but also served as news outlets, particularly during World War I and World War II when they allowed theatergoers to witness the efforts of the boys overseas. And while these theaters are often small—especially when compared to modern-day, multiscreen theaters—for many communities, they hold a big collection of memories that span generations.**

That was certainly the case for the King Theatre in Ida Grove, Iowa, a small farming community of about 2,200 individuals. Built in 1914, King Theatre has been a landmark in the city's downtown, with Ida Grove Council Member Doug Clough saying, "As a father, I have a lot of experience in the theater. When she was 12 years old, my daughter's first date was at the theater."

However, in the early 2000s, it became obvious something was up at the King. "The roof had gone to heck," Clough noted, adding people had also begun to notice viewings were occurring less frequently—going from everyday to four times a week before there were no movie showings at all.

The owner, at the time, was approached by the city of Ida Grove and revealed he was choosing to focus on the other theaters he owned and planned to close his Ida Grove theater and another city's, particularly as he had to make the transition to digital. Clough explained, "The digital age was coming, and it was going to be expensive."

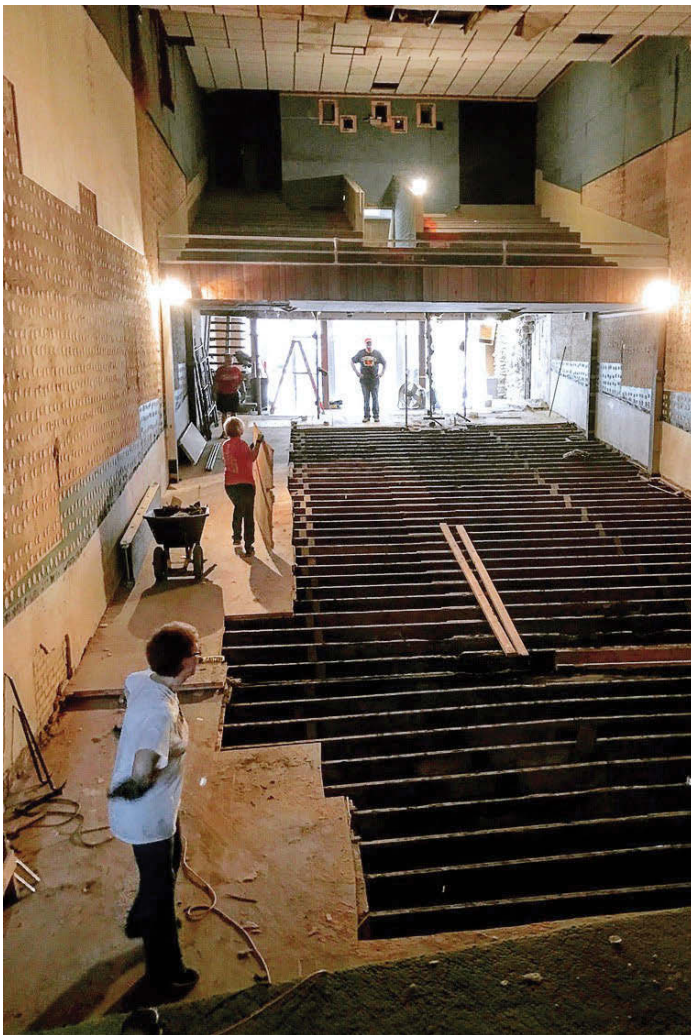
With this information, Clough said the city—led by Council Member Ryan Goodman—turned to the community in 2015, setting up a meeting at the local rec center to discuss courses of action. Sixty Ida County citizens turned up and overwhelmingly voiced their support for resurrecting King Theatre. That night they also collected more than \$500 in pledges. Having community support and approval from the city council, a bid of zero dollars was offered alongside the promise to assume all liability for the theater building from the current owner. The offer was accepted and an 11-member board was formed to both preserve and operate the theater.



*Pictured is the King Theatre as it appeared in the 1950s. Its marquee was added in the '40s. (Photo provided)*



*The King Theatre shines with its new sign and digital marquee. (Photo provided)*



*Volunteers turned out in force to help throughout the deconstruction process. The King is being renovated to be more friendly for those who may have disabilities. (Photo provided)*



*Residents enjoyed popcorn while learning more about the renovation process at King Theatre during the Heritage Days open house. (Photo provided)*

Clough, who has been heavily involved with the project since November 2015 and is always interested in sharing information about it, said, “In 2016, we got in a lot of volunteer work (for the deconstruction process).”

The interior was gutted and re-leveled since a major component of the renovation project was bringing the King into Americans with Disabilities Act compliance. Board members wanted not just compliance but ease of use from the restrooms to the lobby.

“We listened very closely to those in town who may have disabilities,” Clough explained, noting a paraplegic woman had visited the site and given her experiences navigating the theater. “These are experiences you want to listen to. Regardless of who they are, (King Theatre) must be for all the citizens of Ida Grove.”

Other components for the renovation project include a new digital marquee, signage and new theater seats. “We redid the stage for dual use,” Clough said, noting, with a motorized screen for films, the stage could be used for everything from school plays to political speakers and even for use by local manufacturers in order to ▶

## King Theatre a brief history

- 1914 — Lee Horn opens Princess Theater in silent film era.
- 1917 — Frank King purchases and renames it King Theatre.
- 1940 — Owner Milton Mansfield adds marquee.
- 1954 — Theatre magnate Bob Fridley purchases the King, adding signature waterfall, floating staircase, 100-seat balcony and tracked curtain.
- 1982 — Fred Saunders purchases the King during video era.
- 2010 — Building in disrepair and the digital equipment requirement leads to dormancy.
- 2015 — A meeting was held with the community to determine the fate of King Theatre. Ultimately, a zero dollar bid and agreement to assume all liability for the building by the city was approved.
- June 2018 — Heritage Days open house allowed members of the public to see the progress being made at the King.



*A grill-out was hosted at the farmer's market to raise funds for King Theatre's renovation. (Photo provided)*



*The old marquee is removed from Ida Grove, Iowa's, King Theatre. The city, seeing the value of a downtown movie theater, took over ownership of the King and has been renovating it. (Photo provided)*

give presentations. "We want to serve not only the public but our industry."

The project has not been without its challenges, with Clough sharing, "In late June 2017, the back wall fell. We had a big, gaping hole."

Ida Grove, he explained, had been hit by a powerful storm, and improper drainage, which caused hidden water infiltration, played a role in the wall's collapse. Still, he is thankful no one was hurt when the wall went down. "If it had happened at 6:45-6:55 (p.m.), a lot of people could have been hurt, but we had left early (that day)."

This incident could have ended the project, and Clough noted there were a couple times he really prayed to God about helping see the project through to completion. After the building was cleared by engineers, a contractor was found to rebuild the alley-facing wall and install a new drainage system to prevent an encore performance. Ultimately, Clough said, "Bottom up, it is better than it was before. The wall is solid concrete and there is a sub-pump now. There is no more water coming in."

More recently, in November 2018, King Theatre has had new front glass doors and a bump-out faux ticket booth installed. It has also received theater seats, which were freighted in — with shipping donated by an Iowa trucking company — from Grand Rapids, Mich.

Throughout the process, the city turned to grants, including two from the Iowa Department of Natural Resources' Derelict Building Grant Program and one from the Iowa Tourism Grants program. These grants helped fix the roof and spruce up the building's exterior, which was sandblasted back into the state it was 40 years ago. As part of the DNR grants, Ida Grove took great lengths to ensure everything was disposed of properly, protecting the environment from materials containing asbestos or other harmful components.

The community has also continued to support the project with a volunteer night this past October, which saw more work done on the theater's flooring and projection room. Past Odebolt Arthur Battle Creek-Ida Grove Community School District alumni classes have also gotten into the spirit, donating funds toward the renovation — their efforts chronicled on King Theatre's Facebook page.

"I couldn't be more happy with how the project is transpiring," Clough said.



*Black paint is applied to King Theatre's interior as part of the renovation process. (Photo provided)*

A touching moment came when Clough received a call from Newport Beach, Calif., from a woman who had worked at the King's concession stand from 1951-56, starting when she was 12 years old. She had been following the city's progress and shared her experiences working there, including the memory of putting her initials behind the counter.

Little stories like this are just one reason Clough was keen to save the King, which has meant so much to the community for more than a century. "Having a theater does mean a lot to different generations," he said. "There is a lot of social equity involved in a hometown theater."

Preserving that equity was important to Clough and the city, with him noting providing social avenues for citizens can be just as important as infrastructure. "You've got to preserve a way of life." **M**

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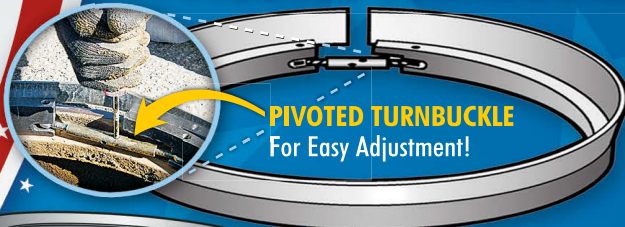
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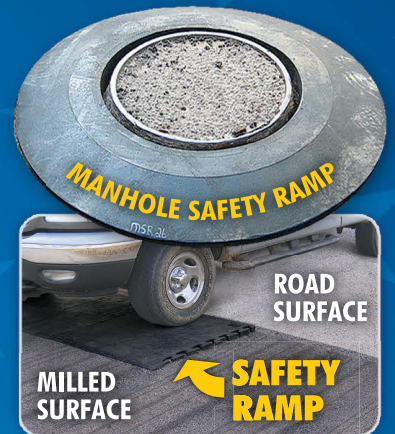
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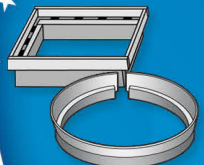


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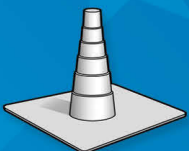
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# For crisis and crisis prevention, communication is the key

By TROY KIDDER | Kidder Crisis Communications

**Whenever and wherever people gather, there is a strong potential for an unfortunate incident that may soon become a full-blown crisis, especially in a town or city with all the activity that goes on every day.**

So it's not a matter of if but when some kind of incident or crisis may occur in your municipality... please keep in mind that often crisis is simply an incident that was handled poorly and with sound communications, could have been avoided. And remember, you can't win a crisis but it can be managed well. The bottom line: Whether crisis prevention or crisis management, communication is the key.

The first project should be a quarterly newsletter. This should be no more than four-pages in length, printed in four-color on glossy paper.

Photos should be large and taken professionally and articles should be short, well written and well edited. The publication should go out to all taxpayers; however, if your town is too large and/or budget will not allow, print as many as possible and distribute them all around the town: stores, post office and schools to name a few.

A professional publication can also drive traffic to your website and social media. Speaking of websites, once again, pictures should be professional quality and large. Content should be short and well



**LEFT:** *With the proper communication strategy in place, municipalities can weather numerous types of crises, preventing long-lasting damage to their brand. (Shutterstock.com)*

**RIGHT:** *Utilizing newsletters, a polished website and regularly updated social media accounts, cities can keep residents up to date on city happenings. No matter the medium, it is key to understand your audience even while maintaining consistent thematic goals and dispersing information wanted and needed by the community. (Shutterstock.com)*



written. Also, sites should be easy for patrons to navigate — invoking the seven-second rule... meaning that folks should be able to find what they want or need within just seven seconds.

All the above regarding newsletters and websites, send a powerful message that you and your town are organized, have a strategy for everything and can be trusted; all of this is invaluable for crisis prevention and crisis management — and even marketing, branding and image for your town/city.

Finally, regarding social media, just because you are on Facebook or Twitter, does not mean it's of any value to you or your community. First, once again, all images need to be positive and professional and posted consistently — that's at least three to four times per week. Although it's the trend of social media to butcher the language, for the sake of image and clear messaging, you must refrain and use proper English.

No matter what medium you use, and hopefully all three mentioned, everything must be communicated with a strategy that understands the audience while being consistent with thematic goals and giving the community what it wants and what it needs. With all this so important to the safety and function of a community, remember you can contract professionals to help with day-to-day communication strategies and function; they can also provide crisis prevention and crisis management that even offers a 24/7 hotline to a crisis expert.

When communication mediums are consistently and clearly sending positive messages from your municipality to the patrons, your community is friendlier, safer and even thrives economically. And if or when, that occasional incidence or crisis does occur, there is already a relationship of trust between the town managers and the

town itself. As a result, incidences are solved quickly and crisis is managed well. **M**

**Troy Kidder is a former assistant town manager, former school teacher and a communications and PR professional. He serves communities across the country with communications and public relations solutions.**

**His website is [www.kiddercrisiscommunications.com](http://www.kiddercrisiscommunications.com), or contact him by email at [troy@kiddercrisiscommunications.com](mailto:troy@kiddercrisiscommunications.com) with communications, public relations and crisis prevention/crisis management solutions.**



*In addition to helping with day-to-day communication strategies, the right specialist can provide crisis prevention and crisis management often with a 24/7 hotline to a crisis expert. (Shutterstock.com)*

# A hidden gem: Get to know the community of Castine, Maine



By JULIE YOUNG | The Municipal

**Founded in 1613 by Claude de Saint-Etienne de la Tour as a small trading post, the community of Castine, Maine, is one of the oldest towns in New England. Not only does this coastal enclave of 1,300 predate the Plymouth Colony by seven years, but it also boasts a connection to the Tarrantine — Penobscot — tribe, has been under four imperial flags in as many centuries and, until 1941, was home to the worst naval disaster in American history.**

“That was the failed Penobscot Expedition of 1779 at Fort George that featured a land force of 1,200 men including Paul Revere,” said James Goodson, town manager and code enforcement officer of Castine. “They thought they would overrun the British, but they waited too long and the British were able to regroup and fight back. A total of 43 ships were lost, which was the most — until Pearl Harbor of course.”

## A nice place to visit

With its deep historic roots and its unique ties to the British, French, Dutch and Native American population, it’s no surprise that this pristine village relies heavily on cultural tourism for its economic viability.

However, it is a hidden gem that often has to compete with other — more “highway convenient” — communities such as Camden, Rockport and Portland for every tourist dollar. Goodson said Castine is located at the end of a 17-mile stretch of land off U.S. Highway 1, and if you find yourself passing through, chances are you were looking for it. “We do a lot of advertising and we are on the National Register of Historic Places, which helps, but we do a lot of work to control the viewscape, maintain our landmarks and offer visitors plenty to see and do while they are here,” he said.

Guests looking for a family-friendly place to explore will find no shortage of events and attractions to enjoy. No matter if you are



*Businesses in Castine are supported throughout the summer by tourists and then by students attending the Maine Maritime Academy starting at the end of August. (Photo provided)*

hoping to take a peek into the past, seeking water-related recreation, looking to shop or interested in interactive exhibits and festivals, Castine has something for everyone.

“We only have three inns so a lot of people come in for a day trip and end up staying in Bar Harbor. They take advantage of the

**LEFT:** Located at the end of a 17-mile stretch of land off U.S. Highway 1, Castine, Maine, offers a family-friendly place for tourists to visit during the summer months. (Photo provided)

local fare, the galleries and shops while getting out of the gridlock that tends to occur around larger tourist towns,” Goodson said. “However, you could easily spend a week just exploring the 40 historic signs that outline periods of Castine history.”

In addition to the scenic views, historic attractions, shopping and recreation, one of the highlights of the summer season is the annual Bastille Day celebration that not only showcases the community’s French connection, but also features a lecture series, cooking demonstrations, live music, tours and culminates in a communal meal, which is held on the Town Common.

“It’s the centerpiece of the entire celebration,” Goodson said. “Merchants prepare meals that can be purchased or you can bring your own but everyone is seated at one table. You may be next to people who have grown up here, spent their summers in Castine or folks who are just visiting. Everyone is invited to take part in this very special event and it’s not uncommon to see 500 people sitting at this one table.”

#### **Cute college town**

Of course no town can survive on the summer season alone, and when the tourists head out at the end of August, the community is infused with students attending the Maine Maritime Academy, which helps to make up for lost tourist revenue. Goodson said local businesses have worked hard to transition their areas of commerce to accommodate two very different types of customer and are always on the lookout to expand and explore new ideas.

“It is two very distinct economies and they have to get creative,” Goodson said. “We have a bookstore and gift shop here that thrives on the tourism traffic four months of the year, but during the fall and spring semesters, they shift to offer students a great place to study, enjoy high speed internet and get a craft beer. The merchants get together to hold holiday open houses or events in conjunction with a church fair so that they have an opportunity to attract customers outside of the summer season and we certainly support them however we can.”



*Castine has a long history, having been controlled by the British, Dutch and French before becoming a part of the U.S. Pictured is the remnants of Fort George, which was built by Great Britain during the American Revolutionary War. (Photo provided)*



*Visitors can enjoy all of the best of Maine in Castine from recreation to seafood. (Photo provided)*

The community and economic development committee works hard to advance the financial prosperity of the town, its businesses and its residents, and it works with a number of partners to create a balanced environment that creates jobs, assists business owners, contributes to revitalization efforts and promotes the development of a skilled workforce.

Goodson said the town of Castine is the kind of place where kids can still hop on their bikes and roam the village, where neighbors feel more like family and where 3,000 visitors from all over the world come each year to experience the best Maine has to offer.

“You never know who you will meet or what you will see, but chances are once you come to visit, you’ll want to come back,” Goodson said. “Who knows? You may even decide to move here!” **M**



*During the annual Bastille Day celebration, there is a communal meal, which is held on the town common. It’s not uncommon to find 500 people sitting at this one table. (Photo provided)*

## **Castine, Maine, at a glance**

Located in Hancock County and situated on the Penobscot Bay, Castine was founded in 1613 and incorporated in 1796. It is a community of 1,300 people spread out over 7.78 land miles. Over its 400-year history, Castine has been under British, French and Dutch control before becoming part of the United States. It featured prominently in the American Revolution, the War of 1812 and the Civil War and, until 1941, was home to the largest naval disaster in American history.

Today, Castine is predominately a tourist community, but it received a revival in the 1980s thanks in part to the expansion of the Maine Maritime Academy. The presence of the academy helps swell the population to 2,200 during the school year and gives local business owners the chance to create more commerce during the off-season. For more information, visit <https://castine.me.us>

# What specialists highly recommend for handling cannabis DUIs

By ELISA WALKER | The Municipal



**With cannabis, recreational and medical, becoming legalized in more states, law enforcement officers are training to develop techniques for handling DUI situations where cannabis may be involved. Unlike alcohol, which can be tested by a breathalyzer, there is no instant test to determine a person’s level of highness with cannabis.**

Only officers’ observations and training can help.

## Training and Preparation

Even if a state has yet to legalize cannabis, there are several law enforcement officers who have trained to become drug recognition experts for years, helping them recognize drugged driving through various observations and tests. Policing cannabis-based DUIs can be tricky, but unless someone is displaying impaired driving, they are not pulled over.

Mark Ashby, a former traffic investigations officer of Thornton Police Department in Thornton, Colo., recalled several instances of impaired driving where he relied on observations to tell the difference between drug impaired or not. In one situation while off-duty, he spotted a driver who was driving all over a lane. In seeing how packed the car was with personal possessions — a pillow in the front seat and an out-of-state license plate — he determined it was a sleep-deprived driver when he originally believed the driver was drug impaired.

In another situation, while on-duty, a driver blew through a stop sign where his



*Law enforcement officials, from park rangers and federal police to state and local police officers, participate in the three-day DUI program that offers basic training in conducting sobriety testing. While it may not give as much in-depth training for drug recognition, it lays the basic groundwork. (Photo provided)*

marked police vehicle was stopped at. After being pulled over, the driver proceeded to chuckle and maintain a carefree attitude about the situation. Standing there, with the driver’s license in-hand, Ashby then watched as the driver grew confused and frantically searched the vehicle for their license — having forgotten they had handed it to Ashby less than a minute ago.

Those actions led him to suspect cannabis impairment.

“With officers, I don’t know that it necessarily matters or that it should matter whether the substance the person is taking is legal or not, but rather how it applies directly to their driving,” said Ashby, who is also the Colorado DRE program coordinator under Colorado Department of Transportation Highway Safety Office and

president of LEAD Impairment Training, which provides high level training in detection and reaction to drug-impaired individuals. “The officer should be focused on the person’s ability to operate that vehicle safely, which is what usually draws the attention of law enforcement to that person. Symptoms are obvious to someone who is trained to search for and identify them.”

Last year, Colorado saw a total of 625 fatalities on the road with about 30 percent of those deaths related to drug and/or alcohol usage. That makes roughly 200 deaths that could’ve been prevented by responsible users.

Ashby also noted that alcohol is burned out of the body at a regular rate but cannabis is not, which is why 5 nanograms is enough to qualify someone as impaired



*Standard field sobriety tests allow officers to assess situations; however, they are not always 100 percent absolute. Ashby added that neither is the smell of cannabis, but it does lead to further investigation. (Photo provided)*

in Colorado. In other areas, 2 nanograms is considered enough to impair someone.

Due to the way cannabis operates, it can impact spatial awareness, cause delayed reaction times and even trigger mental health issues in users already subject to them. Ashby added that the standard field sobriety test can detect some of these issues by observing the way the eyes move and the pupils dilate.

While it is one of the newest states to legalize recreational cannabis, training officers to recognize drugged driving isn't new in Vermont. Detective Sergeant James Roy of Colchester Police Department, Colchester, Vt., has been DRE certified since 2005.

Vermont is the only state in the country that has made the Advanced Road Impaired Driving Enforcement program mandatory for officers, effective since 2015. In the time of completing the academy and a third year of full-time employment, if the officer hasn't gone back to complete the ARIDE program, they risk losing their certification as a basic police officer.

"Vermont sees drug-impaired driving as a real danger for public safety. It's something we see often in our fatal accident reports," Roy stated. "We've tried to push for a true understanding of the drug itself, but I think we want to go based on what we think we know instead. We also push for a nonjudgmental understanding of the drug and what it does."

In 2007, Vermont began incorporating drug impairment education into the basic training all officers receive so they can gain insight on impairment caused by something other than alcohol. Roy has also been at presentations across the state, from schools to local organizations that wanted to prepare for legalization.



*Sgt. James Roy has commented that the potency of cannabis doesn't necessarily correlate to impairment but rather on the frequency that a user uses it and the knowledge they have, according to National Highway Traffic Safety Administration research. (Photo provided)*

### **Stigmas surrounding cannabis**

While law enforcement officers prepare to the best of their ability, there are still challenges they face in sharing information with the public so everyone can be equally educated. Unfortunately, the stigma surrounding the drug has created misconceptions. Due to the growing processes and genetic engineering of the plant, the tetrahydrocannabinol contents have a more enhanced potency, creating a very different effect from the 1970s idea of being a "love drug" ▶



Mark Ashby is responsible as the “sole source” training provider for impairment training for Colorado Department of Transportation and the Attorney General’s Office. (Photo provided)

Colorado has seen large public campaigns and safety announcements regarding cannabis, even requiring dispensaries to post information so the public is aware that, even if the substance is legal, too much can create harmful outcomes.

“A helpful analogy I use to equate cannabis today is I tell people to drink a light beer. That’s about 3 percent alcohol, not very strong. If I hand you the whole can, you’d be able to drink the whole thing,” Ashby elaborated. “If I handed you the same amount replaced with Everclear, would you treat it the same way? The challenges we’re facing is that society doesn’t think the drug is dangerous. You can’t overdose on it, but it causes you to have other behaviors that cause you to get hurt.”

Ashby commented that Colorado’s laws regarding the use of cannabis are well written and stated as it has had time to adapt laws that would fit well within the state. Meanwhile, Vermont faces challenges with legislators who don’t fully understand the drug, how it works and in what ways suspects can be tested for cannabis. Unlike Colorado, Vermont has yet to approve the use of oral fluid tests, which could be placed in the suspect’s mouth to detect cannabis use.

Roy referenced the *Barbuto v. Advantage Sales & Marketing LLC* case in Massachusetts that discussed “there being no specific validation studies in detecting standard field sobriety test and detecting cannabis impairment like there is with alcohol.”

There have been claims that SFSTs do not work for cannabis impairment whereas law enforcement officers disagree.

“Judicial groups point out that they’re not telling officers not to use them (SFSTs), but they have to be able to articulate the connection between the performance on SFSTs and cannabis causing poor performance,” explained Roy. “We’ve opened our impaired driving training for prosecutors to participate in so they understand what officers use, why they use it, the value in what they’re using and what the outcomes represent.

“The more they understand and the more training they’ve had in it, the more comfortable they are. It’s much easier to argue something you understand well,” Roy added.



Often people claim that, because it’s plant-based, cannabis is natural. Over time, the plant has been altered from what it used to be to what it is now. Much like other things in life, too much of something is not healthy— even if it’s considered natural. (Photo provided)

Both Roy and Ashby recommend training and overall awareness on the job. Training can extend from law enforcement agencies and into other municipal departments or branches of law enforcement. They’ve participated in conferences and provided training for city governments that have needed further information to prepare for drug-related situations that extend beyond cannabis.

It’s important for every place to figure out what would work best for that particular area, but there is no doubt that extensive training for recognizing drug impairment is a must. As time passes and law enforcement agencies sharpen their abilities to detect impaired drivers while educating others, a better understanding of the drug will grow.

Officers must be aware and take initiative in educating themselves on facts and studies that have been done so they have the ability to speak from a position of knowledge.

“Advice I’d give to agencies who are going to be confronted with legalization would be to train, train, train,” Roy concluded. “The more training officers get in detecting, the more comfortable they’ll be. Not only law enforcement training, but multidisciplinary training like legislators, prosecutors, judges. Bring as much training and awareness to the issue as possible.” **M**

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## *Detroit takes steps to highlight the importance of locals in skilled trades careers*

By NICHOLETTE CARLSON | The Municipal



**ABOVE:** The city of Detroit, Mich., is working to get more Detroit residents involved in skilled trades careers with the implementation of their new Skilled Trades Employment Program. (Shutterstock.com)

**Detroit, Mich., recently implemented a new program that emphasizes the need for skilled trade workers while also urging local unions to hire Detroit residents. After a great deal of discussion centered around the lack of Detroit residents in skilled trades employment, the Skilled Trades Employment Program was put into effect by the current administration as a potential solution to the problem.**

**LEFT:** In order to qualify as an eligible apprentice or tradesmen, the individual must be able to prove their Detroit residency. This can be done by presenting a valid driver's license, Michigan ID, Detroit municipal ID or a recent copy of a utility bill in their name. (Shutterstock.com)





“Our intent is to educate Detroit residents in skilled trades and employ them with lasting careers in the trades,” Tashawna Parker, Civil Rights Inclusion and Opportunity deputy director, explained.

“The program was written into the executive order 2016-1. The city met with union representatives to discuss participation and cooperation,” Parker continued. “The program was started with one trade then a second agreed to be part of the program. In addition, we are currently in communication with other unions to sign up. The program works in conjunction with the executive order.”

The city of Detroit works in a partnership with the local unions and their Joint Apprentice Training Committees in order to set yearly goals, which will work to increase the number of Detroit residents who become members of the local unions. In this partnership, the participating JATCs agree that Detroit residents will make up 25 percent of their first-year apprenticeships.

While Plumbers Local 98 was the first union to make the S.T.E.P. commitment, it is now working alongside MCA Detroit to

triple the number of Detroit residents within their unions in the next 10 years. By making sure that 25 percent of their enrollment in all incoming apprenticeship classes are Detroit residents, they are able to work toward this goal. In order to become a part of this program the city and the unions must simply enter into a written agreement.

The city, through the department of Civil Rights Inclusion and Opportunity, will enforce these hiring requirements under a modified executive order. This means unions without a workforce of at least 51 percent Detroit residents will have to contribute to the Detroit Workforce Development Program.

Money contributed to this development program is used to assist Detroit residents with job training programs in basic construction skills, pre-apprenticeship programs, commercial driver’s license certifications, lead and asbestos remediation and certifications in carpentry, electrical wiring and green infrastructure.

Contractors who partner with participating S.T.E.P. unions will also be considered in compliance with the executive order as long as the union is able to meet the necessary ▶

**ABOVE:** While Plumbers Local 98 was the first union to make the S.T.E.P. commitment, it is now working alongside MCA Detroit to triple the number of Detroit residents within their unions in the next 10 years. (Shutterstock.com)



*The city of Detroit partners with the participating local unions and their Joint Apprentice Training Committees in order to set yearly goals agreeing that Detroit residents will make up 25 percent of their first-year apprenticeships. (Shutterstock.com)*

percentage of Detroit residents both as members and in their new apprenticeship programs.

“For contractors that utilize the S.T.E.P., their contributions to the Detroit Workforce Fund are waived either partially or completely depending on how many S.T.E.P. employees are working on their project that month,” Parker emphasized.

For easy access, all S.T.E.P. commitment and compliance reports are available online on the city’s website. In order to qualify as an eligible apprentice or tradesmen, the individual must be able to prove their Detroit residency. This can be done by presenting a valid driver’s license, Michigan ID, Detroit municipal ID or a recent copy of a utility bill in their name. This information must then be stored in the records at the local union.

Since putting the S.T.E.P. into action, few changes have been made to the program. Those involved focus primarily on maintaining the executive order as well as any other agreements that have been made in conjunction with the order as it is written. An open dialogue is maintained between the unions in the program and the city to ensure it remains advantageous for all involved.

City officials have noted that unions are able to get more work since this program took effect. Residents are given the opportunity to learn a career trade. Once they learn this trade, contractors then have local, qualified union workers on site, and the city waives the contractor’s contribution to the Detroit Workforce Fund. The greatest



Contractors who partner with local unions participating in the S.T.E.P. not only get the benefit of local, qualified workers, but also have, at minimum, a portion of their Detroit Workforce Fund contribution waived. (Shutterstock.com)

positive response is that unions are also seeing an increase of Detroit residents in their classes.

The only unsatisfactory side effect of this program that the city has seen so far is the fact that only a few unions have joined the program; however, city officials continue to work toward more unions joining the S.T.E.P. program in the future. **M**



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# Arizona leads in water resiliency



By CATEY TRAYLOR | The Municipal

**Phoenix, Ariz., is notorious for impossibly hot temperatures and yearslong droughts. While the average person wouldn't think of the city as a mecca for water management, that's actually exactly the case.**

*About 80 miles outside of Phoenix, Theodore Roosevelt Lake is a large reservoir that is a part of the Salt River Project. It is the oldest of the six reservoirs constructed and operated by the SRP. (Photo provided)*



*Innovations and diligent planning have safeguarded Arizona's water supply for years. Pictured is Arizona Falls, which now combines art, history and technology to generate clean electricity from the Arizona Canal's waterfall. (Photo provided)*



*C.C. Cragin Dam and reservoir, pictured, was acquired by the Salt River Project in February 2015 as part of the Gila River Indian Water Rights Settlement approved by the Arizona Water Settlement Act. The agreement settled water rights issues and allowed for the transfer of C.C. Cragin reservoir from Phelps Dodge to the SRP. (Photo provided)*

The greater Phoenix metropolitan area has been in a dry period since the mid-1990s, yet its water systems' resiliency has made it possible to be in the midst of a 20-year or 30-year dry period and not be in a water shortage. This is due largely to wise decisions made decades ago regarding water storage and management — work that is continued today by people like Dave Roberts of the Salt River Project.

"Considering we live in the desert, residents of the greater Phoenix metropolitan area are very fortunate to have a variety of water resources available, including water from the Salt River Project, the Colorado River from the Central Arizona Project and huge amounts of water stored underground that can be pumped in times of need, not to mention reclaimed water," Roberts, the associate general manager of SRP, said.

Founded in 1903, the SRP is the oldest multipurpose federal reclamation project in United States history and has helped make it possible for millions to live in the desert without having to worry about where their water is coming from. Today, SRP is the largest provider of water and power to the Phoenix metro area, delivering about 800,000 acre-feet annually to agricultural, urban and municipal water users in a 375-square-mile service area while managing a 13,000-square-mile watershed.

SRP is comprised of two separate entities: the Salt River Project Agricultural Improvement and Power District, an agency of the state of Arizona that serves as an electrical utility for the greater Phoenix metropolitan area, and the Salt River Valley Water Users' Association, which serves as the primary water provider for much of central Arizona.

"The combined population of the greater Phoenix metro area today is nearly 5 million, and SRP provides about 60 percent of the water to the region through an extensive system of reservoirs, underground storage facilities, wells, canals and irrigation laterals," Roberts said.

Careful planning and efficient systems have also prepped the region for times of potential drought.

"SRP hydrologists prepare models that assume that we're about to start the next 11-year drought — and plan accordingly," Roberts said. "Our combined reservoir storage right now is nearly 50 percent, ▶



*A SRP employee prepares to release mosquito fish into a canal. The fish eat mosquito eggs and larvae before they can mature, lessening the mosquito nuisance during monsoon season. (Photo provided)*



*Granite Reef Diversion Dam diverts water from the Salt River into the canals to the north and south; this water is then delivered to water users within the Salt River Project. (Photo provided)*

which shows the SRP system is doing exactly what it was designed to do: capture runoff from snowmelt during the wet years, like 2017, and store it for dry periods like now.”

As time and technology continually evolve, SRP employees adapt their practices to best meet the needs of the community and the trends of the industry to ensure Arizona’s water management practices are effective for decades to come.

“Conservation remains one of the most effective ways to reduce water consumption across the Phoenix metro area. SRP has engaged in a multitude of conservation efforts, including lining canals and enhancing water delivery systems to minimize water loss by seepage,” Roberts said. “In addition to developing new water supplies, SRP has capitalized on technology and research to stretch existing resources and encouraged conservation practices that protect this vital resource. SRP and its regional partners continue that work today — a constant drive to ensure water reliability for the next 100 years.”

In addition to ensuring a steady supply of day-to-day water for residents to use, the SRP is also responsible for long-term conservation and storage of water for the future. The Granite Reef Underground Project is an example of this forward thinking strategy, and residents likely don’t even know it’s there.

“The Granite Reef Underground Storage Project and the New River-Agua Fria River Underground Storage Project are designed to store water underground for future use,” Roberts said. “Water is stored in the aquifer and withdrawn by well-pumping when needed.”

While daily operations run smoothly, SRP leaders are always thinking of the future. A few projects and partnerships



*A part of the SRP, Mormon Flat Dam has two hydroelectric generating units; one is a conventional unit rated at 10,000 kW while the second is a pumped storage unit built in 1971 that is rated at 50,000 kW. (Photo provided)*

are in the works, including the construction of a second facility to allow the SRP to continue partnership with the Central Arizona Project — a diversion canal that directs water from the Colorado River to parts of central and southern Arizona.

“The CAP-SRP Interconnect Facility was built in the late 1980s to bring Colorado River water for the first time into the SRP canal system at Granite Reef Diversion Dam,” Roberts said. “SRP is now studying the feasibility of a second interconnection with CAP that would also benefit Valley cities that have separate water rights on the Salt and Verde watersheds, such as Phoenix, Mesa, Glendale and others, and

allow them to move water to their service areas via water exchanges facilitated by this infrastructure.”

Arizona is well known across the country by industry professionals as a thought leader in the field. This is no mistake, according to Roberts. A lot of time, energy and thought has gone into the foundation of SRP and its potential for growth in the future.

“The Phoenix metropolitan area is a leader in water resiliency. We live in the desert, and we’ve made the critical decisions and long-term investments that continue to pay off today and into the future,” Roberts said. **M**

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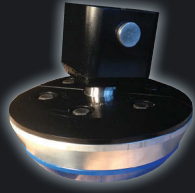


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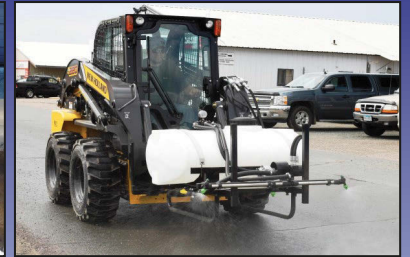


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*Charleston, S.C., is hoping to become the home of a new pedestrian bridge that will connect West Ashley with the downtown area, greatly improving pedestrians' and cyclists' safety. Pictured is a rendering of the proposed bridge. (Photo provided)*



# The benefits of pedestrian bridges and the extraordinary effort to get them built

By **ANDREW MENTOCK** | The Municipal

**In Minneapolis, Minn., there are a series of interconnected bike paths that come together to make a freeway just for pedestrians, especially those that prefer to commute without a car.**

This highway was developed, in part, thanks to the Nonmotorized Transportation Pilot Program, for which Minneapolis was chosen in 2008; through the program, the city was given \$25 million to build a network of nonmotorized transportation infrastructure facilities. This included bicycle lanes and pedestrian and bicycle trails.

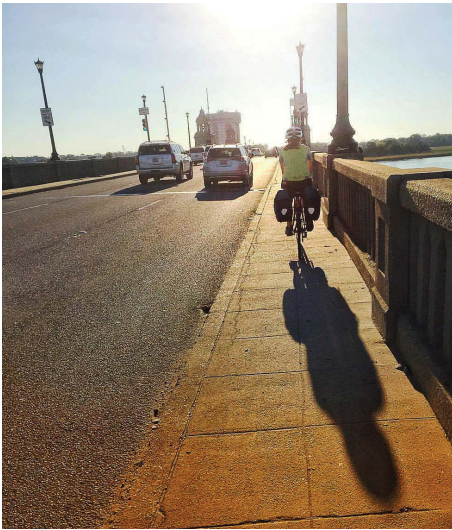
Minneapolis also utilizes old and previously untraveled railroad tracks for this freeway, and that helps keep bicyclists off the streets and away from aggressive drivers and hard-to-follow traffic laws.

While this freeway has been a great service to Minneapolis, not every city has the infrastructure or the funds to develop such a system, let alone provide itself with a seemingly simple-to-build pedestrian bridge via old railroad tracks.

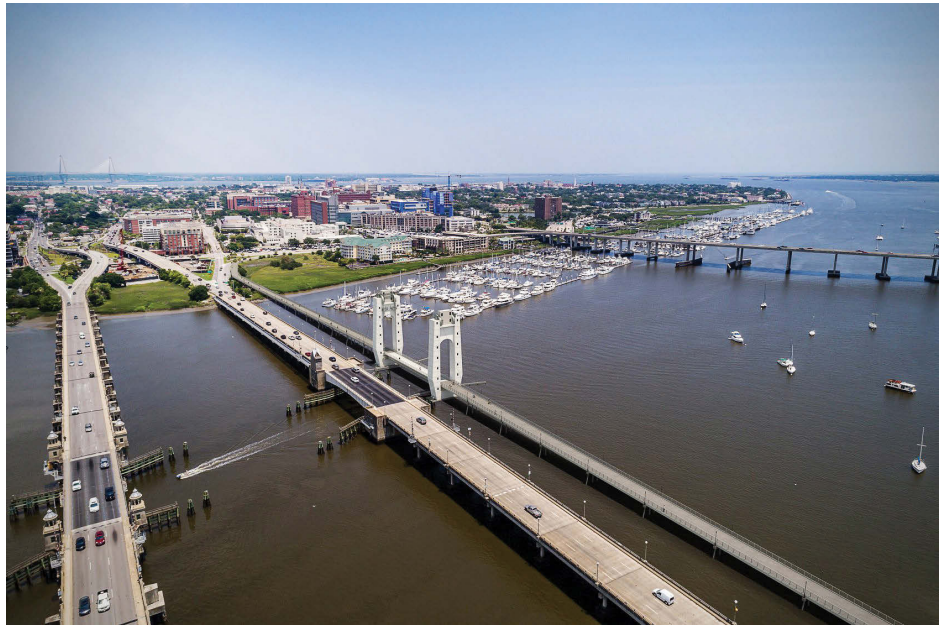
Instead it can take a resident years, even decades, of lobbying for a pedestrian bridge before it becomes a reality.

Starting in 1987, Falls Church, Va., resident Craig Day began to show up to every local government meeting he could while encouraging





*A cyclist travels on a maintenance path in Charleston, S.C. The city and Charleston County hope to install a pedestrian bridge to further separate motor vehicles from cyclists and pedestrians. (Photo provided)*



*An overhead rendering of Charleston, S.C.'s, proposed pedestrian bridge. (Photo provided)*

his neighbors and other community members to do the same.

At the time, he said, the city was planning a new streetscape project that included widening Broad Street significantly — one of the busiest streets in the small city. So, he thought it would be a good idea to have them build a bridge over the road in order to provide safe passage for pedestrians because the road would become more difficult to cross.

Day was in his 30s then, but he recalled that when he was in high school, a young girl was struck by a vehicle trying to cross a long intersection after a red light turned green with her still in the middle of the road. That prompted the local government to build a pedestrian bridge, and fast-forward to 1987, he didn't want it to take another catastrophic event before another bridge was built.

But government officials were worried complicating their streetscape plans, which had been in development for a few years, could further delay the project.

"I became kind of persona non grata because if I added a bridge to a streetscape program, it might knock down the whole house of cards," Day said.

Further complicating matters was the fact that the Virginia Department of Transportation, the city of Falls Church and the Northern Virginia Regional Park Authority would all need to cooperate because each

had jurisdiction over a part of the property that would be impacted by the project, but that did not stop Day from trying.

"The little city of Falls Church had something unique," Day said. "That was every two weeks I, as a citizen of Falls Church, could come and petition the city council. They had to listen to me for five minutes."

After roughly five years, the Citizens' Bridge was finally built, and today it has provided a safe path for residents to cross Broad Street for more than 25 years. It is an accomplishment between the citizens of Falls Church and the local municipalities that Day said is a "miracle."

"This bridge came about only because many concerned citizens rallied to demand/encourage/petition their local government to get this needed good idea built before a death occurred," Day wrote in a comment on an article from the Falls Church News-Press website — a comment that has been edited for brevity.

"So the name Citizens' Bridge is a testament not to small-town government per se but to the access those citizens have to the city council via Petition Time expressly! It was also a positive situation having city council members willing to hear their citizen constituents."

While five years may seem like a long time to develop a pedestrian bridge, it can take

much longer. According to Katie Zimmerman, the executive director of the pedestrian safety advocacy group Charleston Moves, residents have wanted a pedestrian bridge over the Ashley River in Charleston, S.C., for decades.

"From what we've gathered, this issue has been a debate since at least the 1920s in Charleston," Zimmerman said.

But unlike in Falls Church, no pedestrian bridge has been built, even after several pedestrians have been killed in Charleston County.

"Charleston County leads the state of South Carolina in bike and pedestrian serious injuries and fatalities," Zimmerman said. "Unfortunately, South Carolina as a state is really at the bottom five always as far as (bike and pedestrian) safety goes."

She said that many of the accidents happen because the Ashley River Bridge for motorized vehicles is too narrow to allow for safe pedestrian passage. Yet this bridge connects residents of the densely populated neighborhood of West Ashley to downtown, and many residents prefer to walk or bike because they cannot afford a car or want to protect the environment.

While there is a plan for the bridge, it appears to be largely dependent on the city of Charleston receiving a \$12.2 million from a Better Utilizing Investments to Leverage Development Transportation ▶

Discretionary Grants — previously known as a Transportation Investment Generating Economic Recovery grant — through the federal government, which would fund the majority of the project.

“Charleston County has committed \$3 million,” Zimmerman said. “Charleston city has committed \$1.5 million. We have agreed to help approach private donors for \$1.5 million. Then the remainder is what we’re asking the federal government for.”

The city’s application was initially denied in March of this year. It then reapplied for the grant.

“According to consultants who track these types of grants from the (federal government), apparently projects are usually awarded around the second or the third time that they apply,” Zimmerman said.

She added there is no limit to the number of times a city applies for the grant, but she is concerned that the city might not submit the application for a third time if it fails to receive funding again. If for whatever reason the city of Charleston is unable to receive the grant, Zimmerman hopes the county will fund the rest of the project.

“I mean this is a major, major (transportation) gap between West Ashley, which is an area of the city that has the highest number of residents, and downtown, which has the highest employment density,” she said. “So we have a lot of folks who are struggling to get to work right now. If you don’t have a car or you can’t afford a car, you’re sort of out of luck and you’re putting yourself in harm’s way going over the bridges right now.” **M**



Currently, cyclists and pedestrians travel alongside motor vehicles, which can result in accidents. Charleston County, where Charleston resides, leads the state of South Carolina in bike and pedestrian serious injuries and fatalities. (Photo provided)



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**Fleet Service & Management**

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APRIL 2019

**Public Safety**

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## JANUARY

### Jan. 8-10 Landscape Ontario Congress

Toronto Congress Centre,  
Toronto, Ontario, Canada  
[locongress.com](http://locongress.com)

### Jan. 11-15 American Correctional Association 2019 Winter Conference

New Orleans, La.  
[www.aca.org](http://www.aca.org)

### Jan. 13-18 NRPA Event Management School

Oglebay Resort and Conference Center, Wheeling, W.Va.  
[www.nrpa.org/event-school/](http://www.nrpa.org/event-school/)

### Jan. 15-17 2019 Northern Green Trade Show

Minneapolis Convention Center, Minneapolis, Minn.  
[northerngreen.org](http://northerngreen.org)

### Jan. 16-18 Arkansas Municipal League 2019 Winter Conference

Statehouse Convention Center, Little Rock, Ark.  
[www.arml.org](http://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/](http://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](http://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](http://www.fdssoa.org)

### Jan. 21-23 Louisiana Recreation and Park Association Annual Conference

Hilton Baton Rouge Capital Center, Baton Rouge, La.  
[www.lma.org](http://www.lma.org)

### Jan. 21-25 World of Concrete 2019

Las Vegas Convention Center, Las Vegas, Nev.  
[www.worldofconcrete.com](http://www.worldofconcrete.com)

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

Capital Hilton Hotel, Washington, D.C.  
[www.usmayors.org/meetings/](http://www.usmayors.org/meetings/)

### Jan. 23-26 Fire-Rescue East

Ocean Center, Daytona Beach, Fla.  
[www.ffca.org](http://www.ffca.org)

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

Crowne Plaza Hotel, Warwick, R.I.  
[www.rileague.org](http://www.rileague.org)

### Jan. 28-31 Heavy Duty Aftermarket Week

The Mirage, Las Vegas, Nev.  
[www.hdaw.org](http://www.hdaw.org)

### Jan. 28-31 ARFF Leadership Conference

Jacksonville, Fla.  
[arffwg.org](http://arffwg.org)

### Jan. 29-31 Underground Construction Technology

Fort Worth, Texas  
[uctonline.com](http://uctonline.com)

## FEBRUARY

### Feb. 8-12 ATSSA's 49th Annual Convention & Expo

Tampa, Fla.  
[expo.atssa.com](http://expo.atssa.com)

### Feb. 17-20 DRI2019

Planet Hollywood Resort & Casino, Las Vegas, Nev.  
[conference.drii.org](http://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](http://inpra.evrconnect.com/conference)

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

Gaylord National Resort and Convention Center, National Harbor, Md.  
[www.emstoday.com/index.html](http://www.emstoday.com/index.html)

### Feb. 20-22 Wyoming Association of Municipalities Winter Conference

Little America, Wyo.  
<https://wyomuni.org/events/>

### Feb. 20-23 WWETT 19

Indiana Convention Center, Indianapolis, Ind.  
[www.wwettshow.com](http://www.wwettshow.com)

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

Branson Convention Center, Branson, Mo.  
[www.mopark.org/conference](http://www.mopark.org/conference)

## MARCH

### March 4-6 MSTPA Annual Spring Conference

Hilton Lexington Downtown, Lexington, Ky.  
<https://mstpa.org/annual-conference>

### March 4-8 International Wireless Communications Expo

Las Vegas Convention Center, Las Vegas, Nev.  
[www.iwceexpo.com](http://www.iwceexpo.com)

### March 5-8 The Work Truck Show and Green Truck Summit

Indianapolis, Ind.  
[www.worktruckshow.com](http://www.worktruckshow.com)

### March 10-13 NLC Congressional City Conference

Washington, D.C.  
[www.nlc.org](http://www.nlc.org)

### March 14-16 NUCA Annual Convention and Exhibit

Naples Grande Beach Resort, Naples, Fla.  
[www.nuca.com/convention](http://www.nuca.com/convention)

### March 18-21 TMC Annual 2019

Atlanta, Ga.  
[tmcannual.trucking.org](http://tmcannual.trucking.org)

### March 26-28 Wildland Urban Interface 2019

Peppermill Resort, Reno, Nev.  
[www.iafc.org/events/wui](http://www.iafc.org/events/wui)

### March 28-30 Mid-America Trucking Show

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[www.truckingshow.com](http://www.truckingshow.com)

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### 2007 CHEVY 6500 PLOW TRUCK

7.8 Duramax inline 6 cyl pre-emission auto, Hyd. brakes, Under CDL, 25,950 GVW, 41K miles, New 10' Godwin dump and 18 ton hoist central hyd., pintle hitch, brake controls, strobe and safety lights, new 10' Boss plow hd.



**\$64,500**

### 2011 IH 4400 PLOW TRUCK

DT466@ 260 HP Allsion auto 3000 series, under CDL, 25,999 GVW, 160K w/new 10'godwin dump central hyd., pintle hitch, electric brake control, strobe and safety lights, 10' meyer rd pro 32 plow, New stainless tailgate sander, Ryder certified A-1 truck



**\$74,500**

### 2011 IH 4400 PLOW SALTER TRUCK

DT466 @260 HP Allsion auto 3000 series, 23K rears w/new 10' Godwin dump, 18 ton hoist central hyd., pintle hitch brake control, strobes and safety lights, 10' stainless 7.5 yd. salter, 10' Meyer plow, Ryder certified A-1 truck



**\$63,500**

### 2012 IH 4300

DT466 Diesel Eaton 6 speed auto, Air brakes, Under CDL 160K, New snow plow pkg., 10' Godwin dump, 18 ton hoist central hyd., strobe and safety lights, pintle hitch, brake control stainless tailgate salter, 10' Meyer plow, strong truck like new in and out, Penske maintained



**\$66,500**

### 2013 IH 4300 SNOW PLOW TRUCK

DT466 Diesel auto, Air brake, Under CDL, 78K, New snow plow pkg., 10' Dump 18 ton hoist central hyd., pintle hitch, strobe lights, 10' Meyer stainless salter, 10' Meyer plow, **Like new in and out, Nothing Nicer!**

## Sourcewell earns validation of UT system accreditation

**STAPLES, MINN.** — For the second consecutive year, the University of Texas System has named Sourcewell an accredited group purchasing organization.

This accreditation allows all 14 institutions within the University of Texas System access to the 300-plus vendor contracts offered through Sourcewell.

Adopted by the UT System Board of Regents in February 2016, the accreditation program is designed to ensure its institutions use contracts from GPOs who meet the following procurement standards:

- Established provider with a value-added portfolio of contracts;
- Open bid policy;
- Competitive procurement;
- “Best Value” evaluation and award criteria;
- Contract management program;
- Policy of inclusion (e.g., HUBs and minority and women owned business enterprises programs);
- Compliance with federal procurement requirements; and
- Transparent procurement practices

According to the University of Texas System, the GPO program’s operating procedures were revised in 2017 to incorporate a value component requirement. This component requires a GPO to meet specified quantitative or qualitative criteria to become accredited or maintain accreditation. This is intended to focus usage of GPOs on those entities that have the resources and scale in the marketplace sufficient to optimize the value of master agreements they procure, or otherwise meet unique needs of the institutions. This value component requirement was applied for the first time in the 2018 accreditation cycle.

“This year we were provided the opportunity to validate the value of the Sourcewell accreditation to the University of Texas System,” said Sourcewell Director of Operations and Procurement Jeremy Schwartz. “Not only are we honored to receive recognition of the value the Sourcewell accreditation continues to provide; we are also humbled to discover additional opportunities to increase the value we provide the University of Texas System. Sourcewell is committed to innovation and continuous improvement, and finds procurement process evaluations such as the University of Texas GPO accreditation and the Achievement of Excellence in Procurement through the National Procurement Institute invaluable for generating the insight necessary for continued improvement.”

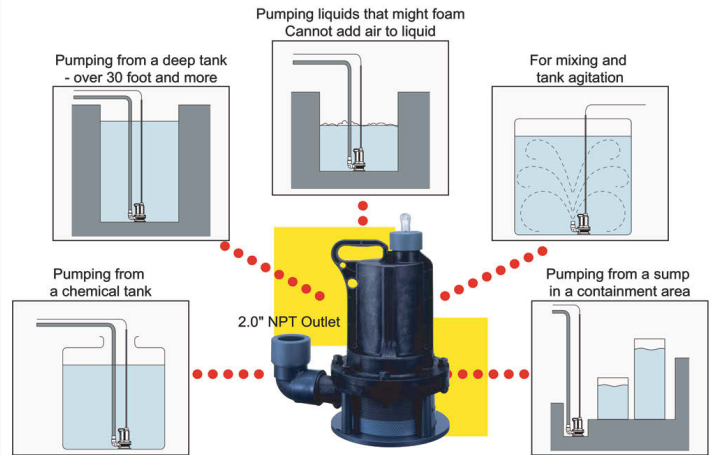
The accreditation is valid through August 31, 2021, at which time Sourcewell can reapply.

News releases regarding personnel changes, other non-product-related company changes, association news and awards are printed as space allows. Priority will be given to advertisers and affiliates.

Releases not printed in the magazine can be found online at [www.themunicipal.com](http://www.themunicipal.com). Call (800) 733-4111, ext. 2307, or email [swright@the-papers.com](mailto:swright@the-papers.com).

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# 2018's fastest-growing cities in America

While 2018 is now one for the books, we thought it would be nice to reflect on the cities that showed rapid growth during the year. WalletHub compiled a list of the “Fastest-Growing Cities in America” in October 2018. The site notes, “Experts might not agree on the ‘best’ or the ‘right’ recipe for rapid economic growth, but some cities know the key ingredients for long-term prosperity better than others. Patterns emerge within those cities, allowing us to identify what factors contribute to a lasting cycle of growth.”

WalletHub compared 515 cities of varying population sizes based on two key dimensions: “sociodemographics” and “jobs and economy.” These dimensions were then evaluated using 15 relevant metrics: population growth; working-age population growth; college-educated population growth; job growth;

increase ratio of full-time to part-time jobs; median household income growth; unemployment rate decrease; poverty rate decrease; growth in regional GDP per capita; increase in number of businesses; increase in number of startups; increase in venture capital investment amount; median house price growth; building-permit activity growth; and foreclosure rate decrease.

The top 10 cities for growth are listed below.



01 > Fort Myers, Fla.

02 > Midland, Texas

03 > Pearland, Texas

04 > Bend, Ore.

05 > McKinney, Texas

06 > College Station, Texas

07 > Lehigh Acres, Fla.

08 > Mount Pleasant, S.C.

09 > Enterprise, Nev.

10 > Irvine, Calif.

**A**

Air Tow Trailers.....	27
Alumitank.....	57
American Highway Products Ltd.....	<b>Cover, 10-11, 31</b>
Attack Mats LLC.....	53

**B**

Barnacle Parking.....	43
Bonnell Industries.....	<b>Back Cover</b>
Buyers Products Company.....	63

**C**

Clearspan Fabric Structures.....	31
Cub Cadet.....	7
Curb Roller.....	20

**D**

D & D Instruments.....	56
------------------------	----

**E**

Ember 911 Incorporated.....	43
Excel Dryer Incorporated.....	62

**F**

Fecon Incorporated.....	50
Fluid Control Services, Incorporated.....	59
Franmar, Incorporated.....	39
Frost Incorporated.....	47

**H**

Harmony Deicing.....	59
Holder Tractors Incorporated.....	42
Hydraulic Cylinders Incorporated.....	39

**I**

Imel Motors.....	55
International Code Council.....	2

**K**

KM International.....	3
-----------------------	---

**L**

LaMotte Company.....	51
Land Pride.....	14
Larry Stigers Equipment Trailers & Trucks.....	9

**M**

Mitch Lee Products.....	47
-------------------------	----

**N**

NAFA.....	58
National Construction Rentals.....	59
New Equipment Leasing Incorporated.....	46
NTEA - The Work Truck Show.....	16

**O**

Omega Industrial Products.....	5
--------------------------------	---

**P**

Power Pusher.....	43
-------------------	----

**R**

RPM Tech.....	15
---------------	----

**S**

Stan Design.....	51
------------------	----

**T**

Tech Products Incorporated.....	53
Tire Service Equipment.....	21
Trinity Highway Products, LLC.....	47

**W**

Wisconsin Surplus Auctions.....	39
World Chemical USA Incorporated.....	56

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