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February 2019

## Streets, Highways & Bridges



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### ON THE COVER

Celebrating over 65 years of experience, Blackburn Manufacturing Co. remains the No. 1 producer of quality, American-made marking flags. These flags have been widely used by contractors and engineers in a variety of fields so they can dig with peace of mind. Learn more about this family-owned company on page 10.



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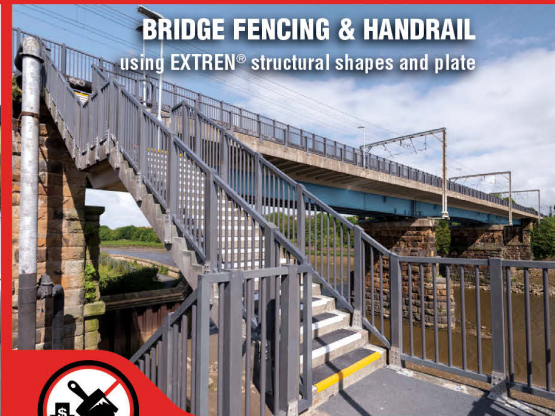
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# To the future of transportation



**Sarah Wright** | Editor

**A**MERICANS HAVE ALWAYS BEEN inventive when it comes to our transportation, dreaming of everything from self-driving cars with rotating seats, which would allow a family of four to play Monopoly as the car drove, to the much longed for flying car. Self-driving cars — though they still require an attentive human — are now on our roadways, and they are changing infrastructure.

As I watched CBS “This Morning” in December, the innovations appearing in our infrastructure were driven home with a feature on Elon Musk’s prototype tunnel under Los Angeles, which he designed to avoid the metropolitan’s, in his words, “soul-destroying traffic.” Connecting the headquarters of SpaceX to a parking garage 1.14 miles away, cars — only electric ones to avoid filling the tunnel with fumes — descend 40 feet beneath the ground via a special elevator. The tunnel’s width only fits one car, which then continues

using its self-driving capabilities to prevent crashing into the back of other cars that might be using the tunnel.

It’s a promising approach. Personally, though, I’d be with CBS’s Gayle King, clutching the leg of the person sitting next to me, if I had to travel in that tunnel, which is, to put it lightly, a claustrophobic nightmare. But I also haven’t had to experience LA’s traffic, so the tunnel might ultimately be more desirable.

This prototype tunnel presents interesting possibilities for the roadways of the future; perhaps more will go underground versus the once envisioned air cars. Musk’s Boring Company has already experienced some roadblocks when it comes to rolling out more tunnels. One planned project under Los Angeles’ Sepulveda Boulevard was withdrawn after community groups sued the government concerning plans to exempt Boring Company from an environmental review process. But the company does have plans for others in Chicago, D.C. and New York, according to the Washington Post.

Until Boring Company creates new tunnels or self-driving cars take over a higher percentage of the automobile market, we’ll just have to focus on the transportation infrastructure we already have in place, accommodating the current vehicles using it.

Writer Andrew Mentock is highlighting Idaho’s efforts to do just that with the largest grant the state’s transportation department has ever received. The state will be widening a portion of I-84 west of Boise to better serve an estimated 95,000 to 100,000 vehicles per day. A lot of freight shipments — about \$88 billion worth — also use I-84, making this a very important investment for what has been found to be the third fastest growing state in the U.S.

Other topics related to streets, highways and bridges include the use of downtown parking meters; Fort Collins, Colo.’s, winter program to keep 1,100 lane miles cleared of snow during the winter; the further use of bridge fencing to prevent suicides; and the Ohio Department of Transportation’s adoption of new mowing practices that keep pollinators in mind.

While an intricate subterranean network of car tunnels might belong to the future, there are plenty of innovations occurring above ground, and I’m sure 2019 will bring more. **M**

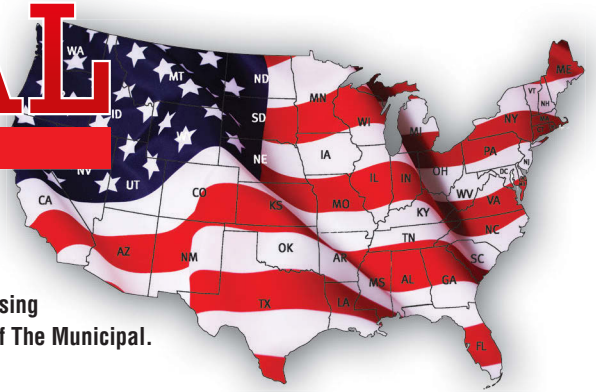


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Blackburn Manufacturing Co. is well known for its flags, which are used by a variety of industries to mark buried infrastructure; however, it also offers a variety of other products designed to reduce stress when excavating. (Photo provided)



## Dig with peace of mind

by SARAH WRIGHT | The Municipal

**Networks of hidden, buried utility lines can turn projects that involve any level of excavation into nightmares. Hitting one of those lines can prove not only costly, but also hazardous for both workers and members of the public. For this reason, diligently marking known underground utility lines is a necessity.**

Blackburn Manufacturing Co. manufactures and fabricates small plastic flags — attached to either wire or plastic staffs — that have been used by contractors and engineers in a variety of fields, including construction, utility work, landscaping, soil conservation,

farming, forestry, public works and all types of domestic lawn and garden use. These flags can be plain or custom-printed, with both vinyl or high gloss poly material available, making it easier to track the locations of underground utilities.



*Pictured is E.A. Bud Blackburn in June of 1952 with his invention the marking flag machine. He would found Blackburn Manufacturing Co. (Photo provided)*

A family-owned business, Blackburn Manufacturing Co. received its start in 1953 when E.A. “Bud” Blackburn was tasked by a cousin, within the surveying industry, to come up with a better option to the old lathe stakes to mark out points of interest. After years of tinkering, Bud designed a machine that would glue a vinyl flag to a wire staff. By 1955, the company was producing 1,681,000 flags — outgrowing Bud’s Royal, Neb., basement and resulting in a move to Neligh, Neb., in 1957.

Over the years, the production of flags continued to boom, reaching 6,075,700 by 1960 and 25,933,400 by 1973. Throughout this time of growth, the company stayed within the Blackburn family, with Jim Blackburn returning from the Navy to help his father, Bud, with some of the management duties in 1973. Blackburn expanded in 1989 with a new plant established in Cambria, Calif.; Jim’s older brother, Bob, served as its manager. Today, Jim is also joined by daughters, Jennifer Blackburn-Nielsen, who became company president in 2005 when Jim moved into the CEO role, and Krista (Blackburn) Schindler, marketing director.

In the fall of 2015, Blackburn purchased a new digital printer and cutter, which has allowed the company to expand its product offerings twofold. The state-of-the-art printer allows for full color printing and includes many new types of substrates to be used. The cutter allows for a custom cut product. Both of these machines have allowed Blackburn to expand into new markets while also continuing to discover more every day. With over 65 years of experience, Blackburn continues to be the No. 1 producer of quality marking flags.

“We always try to set ourselves apart from the competition by providing high quality products at factory direct prices. We are a small company with strong values and we appreciate loyalty to our customers and from our customers,” Blackburn-Nielsen said.

Blackburn prides itself as having the fastest lead times in the industry while consistently offering outstanding customer service. All of its flags are produced in the U.S. at either its Nebraska or California facilities. The company also uses the best quality raw materials available.

A variety of customizable options are available. There are a total of four different flag sizes, with the two standard flag sizes being 2 1/2 by 3 1/2 inches and 4 by 5 inches. There are also over 14 colors of plastic and numerous Pantone inks for imprinting. In 2004, the company added a BMC Marking sign product, which consists of a coated paper card that is available in three different sizes and meets the posting requirements in the lawn and garden industry. The same year a polyethylene flag was added, which uses a heat seal to adhere the flag to the wire, eliminating the need for glue. A more rigid flag, the polyethylene option is more suitable in colder climates than vinyl.

While flags are a huge part of Blackburn Manufacturing Co., it also carries Krylon inverted marking paint, which can be used in conjunction with marking flags to relay the positions of underground utility lines. Additionally, there are barricades and utility warning tapes that can be used to mark and barricade utility job sites. Another popular offering is the durable Rhino marking posts — perfect for long-term placement.

“One thing I’ve learned in this industry is that the products are always changing in some way. We try to be very accommodating to our customer’s and their needs, so our product line is always being added to,” Blackburn-Nielsen said.

This care has been noted by customers, with Patsy Meeham of Savanna, Ill., stating, “One of Blackburn’s local customers




*The company remains in the Blackburn family. Pictured in front is E.A. Bud Blackburn’s son and current Blackburn Manufacturing Co. CEO, Jim Blackburn. In back from left are Jim’s daughters Jennifer Blackburn-Nielsen, company president, and Krista (Blackburn) Schindler, marketing director. (Photo provided)*



*Blackburn Manufacturing Co. is headquartered in Neligh, Neb., pictured, with a second plant located in Cambria, Calif. With over 65 years of experience, Blackburn continues to be the No. 1 producer of quality marking flags. (Photo provided)*

recommended I reach out to them. I spoke with Blackburn’s employee Karen about getting a bunch of the pin flags plastic stakes overnighted. I just want to say that I’ve dealt with a lot of companies today trying to get this done and she was pleasant, professional, got the job done and I really appreciate her help. Blackburn has great employees and they were a major help to me.”

Dave Rippe, director of the Nebraska Economic Development, also noted Blackburn’s culture, saying, “Toured Blackburn Manufacturing and felt like part of the family. Breakfast is served at this Neligh company every morning — employees are a part of a true team. Community and family are priorities and you can feel it. Amazing experience — far more than just a tour.”

Dig with peace of mind using Blackburn’s tried-and-tested American-made products. For information, more testimonials and to view available products, visit [blackburnflag.com](http://blackburnflag.com). 



The owners recently installed a new entrance to the 130,000-square-foot main building of the Iowa 80 Truckstop complex.

# World's largest truck stop *Walcott, Iowa*

by RAY BALOGH | The Municipal

Photos courtesy of Iowa 80 Truckstop

## The place is big — really big.

The main building of the Iowa 80 Truckstop in Walcott, Iowa, encompasses more square footage than a pair of football fields. The complex includes eight restaurants; a convenience store; gift shop; 30,000-square-foot “Super Truck” showroom; 60-seat movie theater; food court; trucker’s TV lounge; two dozen private showers; and a custom embroidery and vinyl shop.

Dentists, chiropractors and barbers ply their respective trades at least six days a week in offices within the main building. A workout room and laundry facilities are also available.

Meals are served around the clock. The Iowa 80 Kitchen, which seats 300 diners, dishes up more than 290 pounds of beef and 318 pounds of pork every day, seven days a week.

Other facilities include a seven-bay truck service center, three-bay truck wash, CAT scale, 10 gas islands, 16 diesel lanes, Dogomat pet wash and the Iowa 80 Trucking Museum.

All told, Iowa 80 Truckstop maintains a workforce of approximately 500 employees to staff all three shifts.

The parking lot itself is bigger than most truck stops. The asphalt expanse can accommodate 900 tractor-trailers, 250 cars and 20 buses. Iowa 80 serves 5,000 visitors a day, 45 percent of whom drive the big rigs.

The “world’s largest and most respected truck stop” sits on 225 acres. “Approximately 80 acres are developed,” said Heather DeBaillie, marketing manager for Iowa 80 Group Inc., which owns 11 other truck stops in Missouri, North Carolina, Illinois, Arkansas, Indiana, Ohio and Oklahoma. “Iowa 80 Truckstop sits on 225 acres so we have plenty of room to grow.”

The truck stop has undergone 28 expansions since it opened in a small white enamel building in 1964. The following year Manager Bill Moon and his wife, Carolyn, purchased the enterprise from Standard Oil, “leveraging everything they had, including borrowing money from friends,” according to [www.iowa80truckstop.com](http://www.iowa80truckstop.com).

“Bill just loved everything about trucks and trucking,” said Carolyn. “He loved to sit at the counter in the restaurant and talk to drivers about what would make their life easier.”

To put it mildly, mission accomplished, including 24-hour accessibility to its customers. “Iowa 80 opened in June 1964 and hasn’t closed its door since. That’s the equivalent of being open more than 473,040 consecutive hours,” said DeBaillie.

The Moon family, now in its second generation of ownership, continues Bill’s legacy of honoring the industry with a museum and two annual events.

### Trucking Museum

The Iowa 80 Trucking Museum houses more than 100 antique trucks, at least one dating to 1910, with 60 on exhibit at any time. Also displayed are 304 original petroliana signs; 24 vintage gas pumps; and hundreds of other original artifacts, miniatures and truck-related toys.

One item, a 1911 all-electric truck, was powered by 10 large wet cell batteries and was capable of traveling 50 miles on a single charge.

The museum’s mission is “the restoration and preservation of antique trucks and trucking artifacts so the history of trucking may be shared with the general public.”

The museum “is a great place for educators to enrich students’ learning,” touts the website, [www.iowa80truckingmuseum.com](http://www.iowa80truckingmuseum.com), which includes teaching tools for kindergarten through fifth grade, a trucking vocabulary list and a variety of fun facts about the industry.

The museum’s regular hours are 9 a.m. to 5 p.m. Wednesday through Saturday and noon to 5 p.m. Sunday. Summer hours from Memorial Day to Labor Day are 9 a.m. to 5 p.m. Monday through Saturday and noon to 5 p.m. Sunday. The museum is closed Easter, Thanksgiving, Christmas and New Year’s Day.

Admission to the museum is free, but donations are accepted.

### Truckers Jamboree

Every July the truck stop hosts the three-day Walcott Truckers Jamboree, dedicated to “celebrating America’s truckers.”

“Without truck drivers doing the job they do, our economy wouldn’t function,” said Delia Moon Meier, senior vice president of Iowa 80 Truckstop. “We appreciate their hard work, and the Walcott Truckers Jamboree is our way of saying ‘thank you’ to the millions of truck drivers who deliver the goods we consume.”

The free event was launched in 1979 and features a variety of family-friendly events:

- antique truck display
- super trucks beauty contest
- pork chop cookout
- carnival games
- live country music
- trucker olympics
- fireworks

Last year’s event drew a record 44,000 attendees. The 40th annual jamboree will take place July 11-13 2019.

### Golf Tournament

Every August the truck stop sponsors a tournament at nearby Glynn’s Creek Golf Course to benefit the trucking museum. The 16th annual tournament will be held Monday, Aug. 12 2019. **M**

The truck stop is located at 755 W. Iowa 80 Road, Exit 284, Walcott, Iowa. For more information, call (563) 284-6961.



The 24-hour convenience store offers snacks and beverages as well as basic pet and camping supplies.



The museum contains more than 100 vintage trucks dating from 1910 to 1968.



A vintage truck towers above patrons in the spacious main building of Iowa 80 Truckstop in Walcott.

# Lewiston, Maine



The city seal of Lewiston, Maine, is packed with imagery reflecting the “working spirit” of the state’s second largest municipality.

The round seal features a beehive, railway and one of the town’s original riverside mills

Along the right side of the central shield are images of a scythe, hoe and rake, emblematic of the role agriculture played in the early expansion of the town.

Along the left side are an arm and hammer and a caduceus, symbolizing Lewiston’s artisan and medical communities.

Natural components include the sun’s rays and a waterfall.

The spirit of the hard-working town is encapsulated in the Latin word “Industria” emblazoned beneath the images.

The city of 36,221 traces its roots to 1669 with a settlement of the Androscoggin tribe, after which Lewiston’s county was named.

On Jan. 28, 1768, a grant comprising the area was issued on the condition that 50 families live in Lewiston before June 1, 1774. The town grew rapidly, and during the late 18th century, families migrated from Quebec, leading to the largest French-speaking population in the United States.

The Androscoggin River and Lewiston Falls enticed the formation of manufacturing and hydro-powered businesses. Rail and textile tycoon Benjamin Bates took advantage of the rapid economic growth, founding Bates Manufacturing Company and building five mills, one of which produced textiles for the Union Army during the Civil War. Bates Mill No. 1 remained the town’s largest employer for 150 years, from the 1850s through the late 20th century.

Lewiston has always been known for its low cost of living, substantial access to medical care and extremely low violent crime rate.

The city is home to Maine’s only basilica; 15 colleges and universities; 44 listings on the National Register of Historic Places, including four homes that have survived from the town’s incorporation in 1795; and an observatory, arts center, museum of art and two major general hospitals.

Lewiston prides itself on its diversity. Irish immigrants helped staff the mills, and the Maine State Seminary, opened in 1855, provided education for blacks and women when other universities barred their enrollment. The seminary was one of New England’s first coeducational institutions and one of the nation’s earliest proponents of abolition.

In 2007 Lewiston earned an All-American City Award as “a community whose residents work together to identify and tackle communitywide challenges and achieve measurable, uncommon results.”

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# Focus on: Streets, Highways & Bridges

**\$90.2 million**

The amount the Idaho Transportation Department received from the Infrastructure For Rebuilding America program. The grant money will be used to expand a 2.8-mile section of the I-84 corridor just west of Boise, Idaho.



Read more about the project on page 18.

**90 percent**

This percentage of those who were deterred by barriers — and seek out behavioral care — don't repeat their suicidal attempt. For this reason, more cities and departments of transportation are adding bridge fencing to prevent suicides.



More information on page 26.

**80**



Of Colorado's roughly 160 Adopt-a-Highway signs, half of them — about 80 — are now sponsored by cannabis companies.

Source: [www.leafly.com/news/industry/cannabis-sponsors-half-of-colorados-adopt-a-highway-signs](http://www.leafly.com/news/industry/cannabis-sponsors-half-of-colorados-adopt-a-highway-signs)

**\$14 million**

The U.S. Department of Transportation and the Ohio Department of Transportation are teaming up on a \$14 million project in Ohio's Geauga County to widen roads, add signs and educate travelers to make the area around Middlefield safer for pedestrians, Amish buggies and motorists.



Source: [www.wkyc.com/article/news/local/geauga-county-plan-to-make-roads-wider-safer-in-geauga-county/95-3c1a7618-21d6-4e4f-ab7c-70ac8a32d8ab](http://www.wkyc.com/article/news/local/geauga-county-plan-to-make-roads-wider-safer-in-geauga-county/95-3c1a7618-21d6-4e4f-ab7c-70ac8a32d8ab)

**1,100**

The number of lanes Fort Collins, Colo., has to plow each winter. On average, the city receives an annual snowfall of 50 inches.



Learn about the city's winter plan on page 22.

**\$1.8 million**

The amount of money the Ohio Department of Transportation has saved taxpayers with its new mowing practices and pollinator habitats in the state's right of ways.



Find out how Ohio is supporting pollinator populations on page 30.

**32 percent**



The American Society of Civil Engineer's 2017 report found that this percentage of urban streets and 14 percent of rural roads were in poor condition in the U.S.

Source: [www.businessinsider.com/worst-highways-roads-us-ranked-2018-10](http://www.businessinsider.com/worst-highways-roads-us-ranked-2018-10)



# *U.S. Department of Transportation makes huge investment in Idaho*

By ANDREW MENTOCK | The Municipal

**When staff members of the Idaho Transportation Department applied to receive \$90.2 million dollars from the Infrastructure For Rebuilding America program to expand a 2.8-mile section of the I-84 corridor just west of Boise, Idaho, they never expected the U.S. Department of Transportation to approve the entire amount.**

The department was wrong.

In September, the Federal Department of Transportation commemorated the monumental grant with a celebration and a giant white check with the amount of \$90,240,000 written on it. Those in attendance included FHWA Deputy Administrator Brandye Hendrickson, Idaho Gov. C.L. “Butch” Otter,

Idaho Transportation Director Brian Ness and several local government officials. It is the largest competitive grant the Idaho Transportation Department has ever received and one of the most robust in the country.

“We were very pleased that we got the entire grant,” Ness said. “Typically, you get

maybe half or less of what you apply for, but the administration realized the importance of Idaho when it comes to bringing goods in from the West Coast and getting them to the rest of the country.”

As transportation to and from major Northwestern cities has increased, Idaho has grown, especially near the Boise area. Per percentage of growth, a January 2018 article in USA Today listed the Gem State as the third fastest growing state in the U.S. In 2010 Idaho’s population was 1,567,582, according to census data, and by 2026, the Idaho Department of Labor projects that number to reach roughly 1.9 million.

**LEFT:** *ITD did not expect to receive the full grant amount it had requested but was pleasantly surprised when its thoroughness paid off, earning it the largest grant in its history. Pictured from left are Idaho Transportation board member Julie DeLorenzo; Ada County Commissioner Dave Case; Caldwell Mayor Garret Nancolas; Idaho Gov. C.L. “Butch” Otter; ITD Director Brian Ness; Federal Highway Administration Deputy Administrator Brandye Hendrickson; and Canyon County Commission President Tom Dale. (Photo provided)*

I-84 connects Portland, Ore.; Boise; and Salt Lake City, Utah. Additionally, via a connection to I-82, the highway also indirectly serves Seattle, Wash. In total, it’s estimated that this portion of the I-84 corridor project will impact a traffic count between 95,000 and 100,000 vehicles per day.

“We have about \$88 billion in freight (shipments) annually use I-84 in Ada and Canyon counties,” said Matt Stoll, the executive director of the Community and Planning Association of Southwest Idaho, “and the movement of about \$48 million short tons of freight annually goes through Ada and Canyon counties.”

The construction on the I-84 corridor will widen four lanes of traffic to eight to prevent the highway bottlenecks that takes place as vehicles enter and leave the greater Boise area.

“If our transportation system can’t keep up with how businesses want to move their goods, then they’re going to look elsewhere,” Ness said. “But so far we’ve been able to provide the system that will attract those businesses.”

The additional lanes and new concrete shoulder also address safety concerns. According to Stoll, roughly five injury or fatal accidents occur on this stretch of I-84 every month, with 210 transpiring from 2011 through 2016.

The INFRA Grant — previously known as a TIGER Discretionary Grant — application process was completed through a joint effort between the Idaho Transportation Department and the Community Planning Association of Southwest Idaho. A major reason why the state received such a large grant is because of how detailed the application was and how much support was demonstrated at local and state levels.

“Our grant application was one of several being weighed for this, but we heard from the Federal Highway Administration, which was making the decision, that we had the most complete application,” Ness said. “We basically checked every box that they had, and a lot of that is a testimony to the preparation and the partnerships.”

Support for the project was represented by the diverse use of local and state matching funds, which included the city of Caldwell and Canyon County chipping in \$125,000 each. This may be a small piece of the estimated \$150 million project, but it shows a high level of dedication when small municipalities contribute a major portion of their budget.

“Of course, we were very, very appreciative to have the project identified and certainly understood that there would be a financial cost to us,” said Steve Fultz, the economic development director for the city of Caldwell. “But again, we don’t really see it as financial cost as much as we see it as a financial investment into the future of our community and our economic growth.”



*The widening of I-84 is just one of investments that the state of Idaho has put into the interstate over the years, especially as its usage is only expected to grow. Pictured is the I-84 Meridian Road Interchange in Meridian, Idaho, which was updated starting in 2012 to handle 284,000 vehicles per day as Meridian grows. (MeridianIdaho via English Wikimedia Commons; <https://creativecommons.org/licenses/by-sa/4.0/deed.en>)*

Initial construction began in the fall, with temporary lanes getting paved on the existing highway shoulder.

At the time of press, construction on an overpass at the west end of the project was expected to begin in February and take roughly 10 months to complete. Construction bids should take place in the spring for the rest of the I-84 corridor project, with work beginning in the summer and running through 2020.

In order to widen the 2.8-mile section, several bridges and overpasses will need to be replaced. Ramps will also be improved.

While this specific project will address an important section of the I-84 corridor, Idaho has been putting money into the interstate for years, impacting the region economically through commerce, job creation and more.

“Our region has been investing in I-84 for the past 15 years and there’s actually been investing even before that,” Stoll said. “But just to give you a frame of reference, including what the INFRA Grant (is investing in the corridor), we’re going to be investing from a capital standpoint over \$836 million into I-84.”

According to Ness, the plan is to continue developing transportation in Idaho to keep up with its growth and help attract commercial and industrial businesses.

“I see us going after more grants in the future because I think that’s what (it’s) going to take to address our transportation needs here in Idaho,” he said. “It’s pretty clear to me now that it cannot be done without that collaborative effort that we had when we were able to get this grant.” **M**

# Parking meters drive downtown business



By CATEY TRAYLOR | The Municipal

**We've all been there: heading downtown for an afternoon of shopping or an evening of entertainment quickly turns into a headache — and maybe a disagreement in the car — over parking, or lack thereof.**

A particularly unique problem for small communities with limited roadways and even more limited parking, the need for affordable, convenient resident and visitor parking solutions has become paramount. A number of concepts are in existence in communities across the country, ranging from parking garages in populous cities to monitored lots and even first come, first serve policies in smaller towns. There is, of course, the often-hated parking meter.

While given a bad reputation of being inconvenient and even annoying in the eyes of motorists, the traditional parking meter has undergone a serious upgrade in recent years — think centralized pay stations, the ability to pay via coin, cash or credit card and even mobile payment capabilities. What was once a hassle might now be the solution to downtown parking dread, and a number of communities are giving parking meters a shot at redemption.

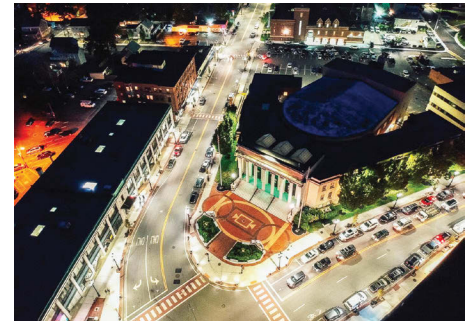
“We’re in a place that’s constantly developing and revitalizing downtown areas,” Courtney Thraen, executive director of

Downtown Framingham Inc., said. “As downtown evolves, we’re seeing a higher demand for that area to become a center for business, medical and community activity, which means we see a lot of motorist traffic.”

The Massachusetts nonprofit that Thraen leads is focused on creating a vibrant, innovative and socially engaged community in the city, and that includes providing parking solutions that appeal to community leaders, business owners and residents alike.

“We had parking meters at one point and they were removed a few years ago when we underwent a major downtown renovation,” Thraen said. “When they were removed, there was no mechanism for payment and no orderly way to park. Business owners quickly became frustrated because there was no convenient spot for their customers to park.”

The problem in Framingham wasn’t a lack of parking spaces; in fact, street parking was available throughout the city and was free and had no time limit. The problem was that people would park all day without



*Downtown Framingham Inc. has taken the lead on finding parking solutions for the downtown area of the Massachusetts city. The nonprofit had fielded complaints that people would park all day without moving their cars, never opening spots for new visitors to the city’s downtown area. (Photo provided)*

moving their cars, never opening spots for new visitors.

“The only option we had for daily parking was a paid lot down the street, but most people would end up parking on the street all day with no repercussions, which meant customers would have nowhere to go without being inconvenienced,” Thraen explained.

After fielding a number of complaints, Thraen led a canvassing effort to present



*Framingham, Mass., is working to bring parking meters back to its downtown area in order to free up parking spots for businesses and their customers. (Photo provided)*

parking solutions to the city's board. Thraen said two-hour parking signs have been installed downtown, but she knew that wouldn't solve all of the community's parking woes.

"A few weeks later the signs were installed, but we continued the conversation around a more permanent solution, ultimately presenting the idea of bringing parking meters back, which the traffic commission has approved and is working with us to move forward," she said.

The story is very similar in Richmond, Ky. City Manager Rob Minerich noted complaints from business owners and government employees that parking isn't regulated in an efficient manner, leaving downtown parking nearly impossible to find.

"We don't do a good job of enforcing the parking we have now, which is two-hour parking on the streets," Minerich said. "We just don't have the manpower — we have only one enforcement officer who works 7 a.m. until 4 p.m. Monday through Friday and we don't do a good job of moving cars out of spots."

In desperate need of a solution, Minerich said the community has been looking at adding updated parking meters to downtown spaces.

"We've been looking at the new smart parking meters that take a variety of payment options, including coins, cards and phone apps," he said. "We see this as a viable solution to move vehicles out of these spots. In turn, we would change our time limits to one-hour parking and make it easy for folks to use and open spaces downtown."

Further outlining the plan, Minerich said the city is hoping to hire additional parking enforcement staff, and the installation of meters will make that possible. The new meters are also connected to sensors that make the job of the staff much more efficient.

"With the revenue generated from the parking meters, we're looking to hire two enforcement officers and operate them Monday through Saturday and enforce the parking on a more regular, consistent basis," he said. "New enforcement technology with the sensors on the meters will allow our officers to have a tablet that monitors the meters and provides them the most efficient route to go through the city to locate vehicles in violation. We'll also be able to pull up data regarding percentage of usage."

Minerich said the current rate in mind is \$1 per hour, and tickets could cost as much as \$20. The revenue from the meters will go toward parking enforcement officials and community beautification.



*Richmond, Ky., is looking to add updated parking meters to downtown spaces. These meters would then help cover the expense of bringing on board two new parking enforcement officers. (Photo provided)*



*The high-tech parking meters Richmond is considering are connected to sensors that make the job of the staff much more efficient. Enforcement officers will be able to use a tablet to monitor the meters. (Photo provided)*

As with any sort of change, Minerich is anticipating some pushback from residents but is confident in the case studies he's reviewed and results he's seen first hand in other communities.

"This is a learning curve for the public and the businesses downtown," he said. "The public outlash will probably be big at first, but we've done our research and studies show parking meters move traffic and help business along with the enforcement piece on the back end. We're confident this is the right move for our community."

As Thraen continues to move the initiative forward in Framingham, she said it's important to keep community input at front of mind.

"The practice of taking the concerns of all involved parties together makes the businesses feel like more part of the community and keeps them in the loop," she said. "I'm an advocate for working together with different stakeholders, not just those who are most connected or loudest." **M**



# Fighting snow one storm at a time: *Fort Collins' snow removal program*

By NICHOLETTE CARLSON | The Municipal

**Keeping the roads clear for the approximately 170,000 people living in Fort Collins, Colo., is no easy task with an annual snowfall of 50 inches a year and 1,100 lane miles to plow. While the city typically has quite a few “sunshine days,” which prevent snow from piling up too much, Larry Schneider, streets superintendent, still has his work cut out for him.**

“When I started here in the 1980s, we didn’t have much,” Schneider said. The department has grown over his 38 years with the city in part thanks to the operators who take pride in their jobs. There is a specific process for snow removal as soon as they discover snow is on its way.

“Once it starts snowing or we know it’s going to snow we call a pre-storm meeting,” he stated. The snow removal team, made up of multiple departments, meets at the snow command center to begin preparation. At the meeting its members go through a checklist on the weather forecast, personnel and materials.

In order to keep the snow from binding to the pavement, Schneider explained, “We typically anti-ice a day before the storm.” However, rain and wind directly before a snowstorm can make this impossible since it will simply wash away the anti-ice.

Plowing priorities are important with arterial roads coming first, then collector roads and finally minor collector roads. Residential roads are only plowed if there is 12 inches or more of snow on the ground. City-owned parking lots are also plowed.

“If it’s snowing right now we will have parking lots clear by morning,” he said. As a platinum

bike community, “we put a lot of emphasis on plowing bike lanes.”

Two crews are in charge of plowing, working 12 hours on and 12 hours off. The crew team remains on the same shift for a while before rotating. There are 24 plow trucks and most are equipped with wing plows.

Depending on the storm and temperatures, the trucks will come and pick up different products from the liquid and granular mixes, though a granular mix is always used. “We call it shake and bake. The liquid goes to work right away and the granular works at it slowly,” Schneider explained. They also utilize a special anti-icing brine mixture, which helps to lower the corrosion rate unlike typical mixers.

He commented, “The worst type of storm is one that is raining then turns to ice.”

## **Technology**

Technology throughout the city also helps keep track of the storm. The city has 14



*The city's compressed natural gas fleet is composed of eight tandem plow trucks that work throughout the snowstorms to keep the streets safe for residents. Each truck has a cost of about \$370,000. Throughout the city of Fort Collins, Colo., there are 59 compressed natural gas vehicles. This is a typical CNG truck with a wing plow and liquid tank. (Photo provided by the city of Fort Collins, Colo.)*

machines that act as mini weather stations. According to Schneider, they are “strategically placed throughout the city to get the best information.” These weather stations check the pavement temperature and the amount of friction. He explained that .82 is normal and .5 means the level of grip has decreased—or the road is getting slippery. The deicing facility is automated to track how much product comes in and how much goes out.

Certain bridges also have automatic deicers. Roadway weather information systems track both the road and air temperatures to signal the sprayers to work. Live cameras that can be viewed from the command center are also at major intersections. Schneider said this is “really valuable because we can see what’s really going on out there.”

All plow trucks are equipped with automated vehicle location, which monitors the location of the truck, whether the plow is up or down and whether deicer is coming out the back. The city also prides itself on sharing this information with the community on its website so they can see which roads have been plowed.

Each year the city holds a two-day intensive training course the first week of October. Typically it will run about 100 city employees through the course, which includes both classes and written tests. The course discusses the use of sensible materials, maintaining environment sustainability, policies, hands-on driver training, mechanics and maintenance. Prior to snowfall, employees practice going through their assigned route as a team on one of the nine routes throughout the city.

The snow removal team coordinates with the department of transportation and the school districts to determine if school should have a late start or be cancelled. Updates are then provided to the community so people can plan for their day.

“The goal is to achieve bare pavement four hours after the storm stops and snow stops falling for arterials and in two hours for collectors,” Schneider said.

If there is enough snow in the downtown area, it has to be picked up using snow blowers, and the snow must then be loaded into trucks to haul to the snow dump site. Contractors are responsible for clearing the sidewalks and bus stops after a storm has ended. ▶



*The material storage facility for snow removal was an approximately 10 months long project. The cost of the project after completion was \$3.2 million. The facility holds 10,000 tons and the tanks have a 230,000-gallon capacity. (Photo provided by the city of Fort Collins, Colo.)*



*Crew Chief Keith Scott demonstrates a close-up of the quick attach setup. The truck loading island with quick attach setup features four loading arms for easy filling. Loading islands also feature hand-style hoses, all with 160 gallons per minute load time. (Photo provided by the city of Fort Collins, Colo.)*

### Sustainability

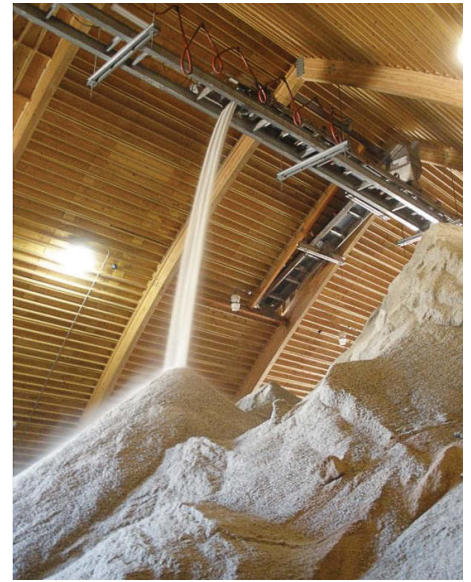
In order to keep its snow removal program sustainable, the city has teamed up with Colorado State University to monitor the effects of the magnesium chloride deicers on the local streams. Monitors are present in the streams throughout the year and are constantly grabbing samples. Individuals from the university regularly collect the samples. A report on the findings is then given to the city.

Another place the city monitors for environmental effects is the snow dump site. "It's just another way to make sure we're doing a good job out there," Schneider commented.

The city's snow removal program has earned it the Safe and Sustainable

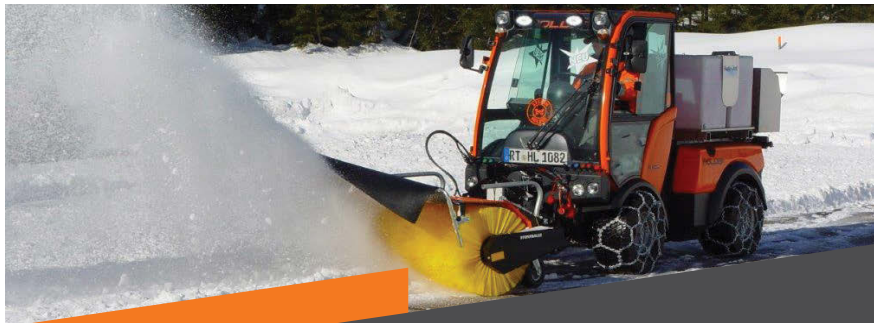
Snowfighting award on more than one occasion from the Salt Institute. "It means our facility and our operation are being safe and sustainable about the environment, tactical storm operations, housekeeping," he explained as just a few of the items considered for the award.

Personally Schneider does a great deal of public speaking and traveling to discuss their snowfighting operations to share things with other cities that could help them as well. A CityWorks 101 class is also offered to residents of Fort Collins so that they can get an up close and personal view of how their city works. They are able to learn about different departments, ask questions and even do a ride along. **M**



An inside view of the material storage facility, or "salt barn," as it is filled with salt. The city has the capability of coating the salt with liquid product using the automated spray system. (Photo provided by the city of Fort Collins, Colo.)

*This is the type of in-stream monitoring system used by Fort Collins, Colo., to practice sustainability. It monitors pressure to determine flow and conductivity to calculate chloride concentration. Individuals at Colorado State University check these monitors and then report the findings back to the city. (Photo provided by the city of Fort Collins, Colo.)*



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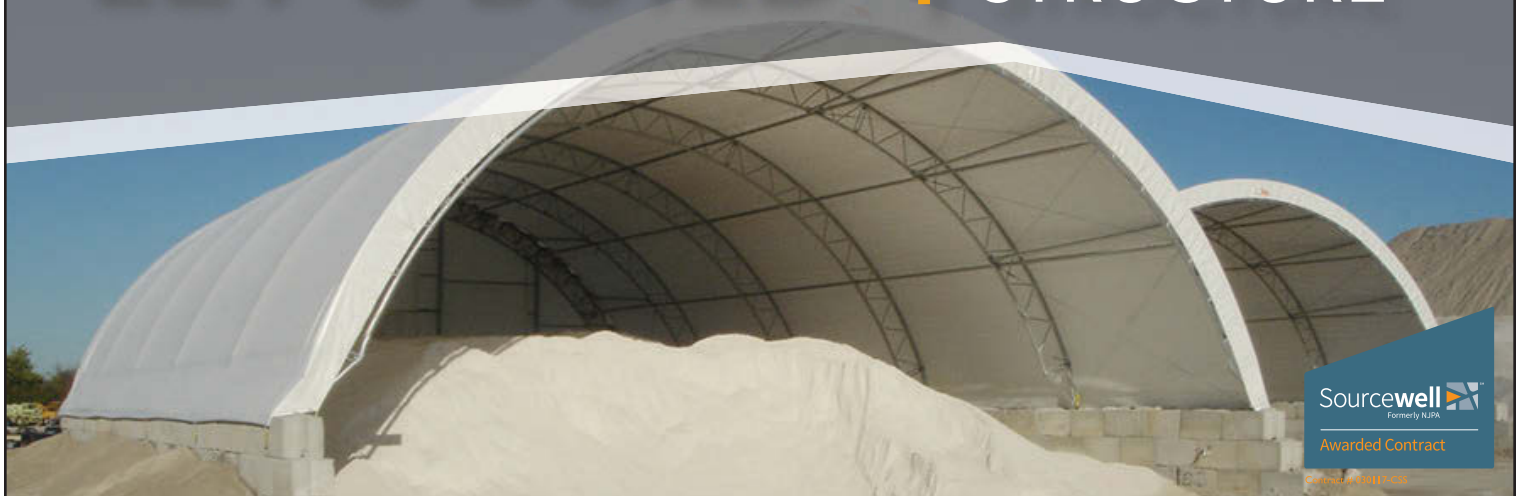
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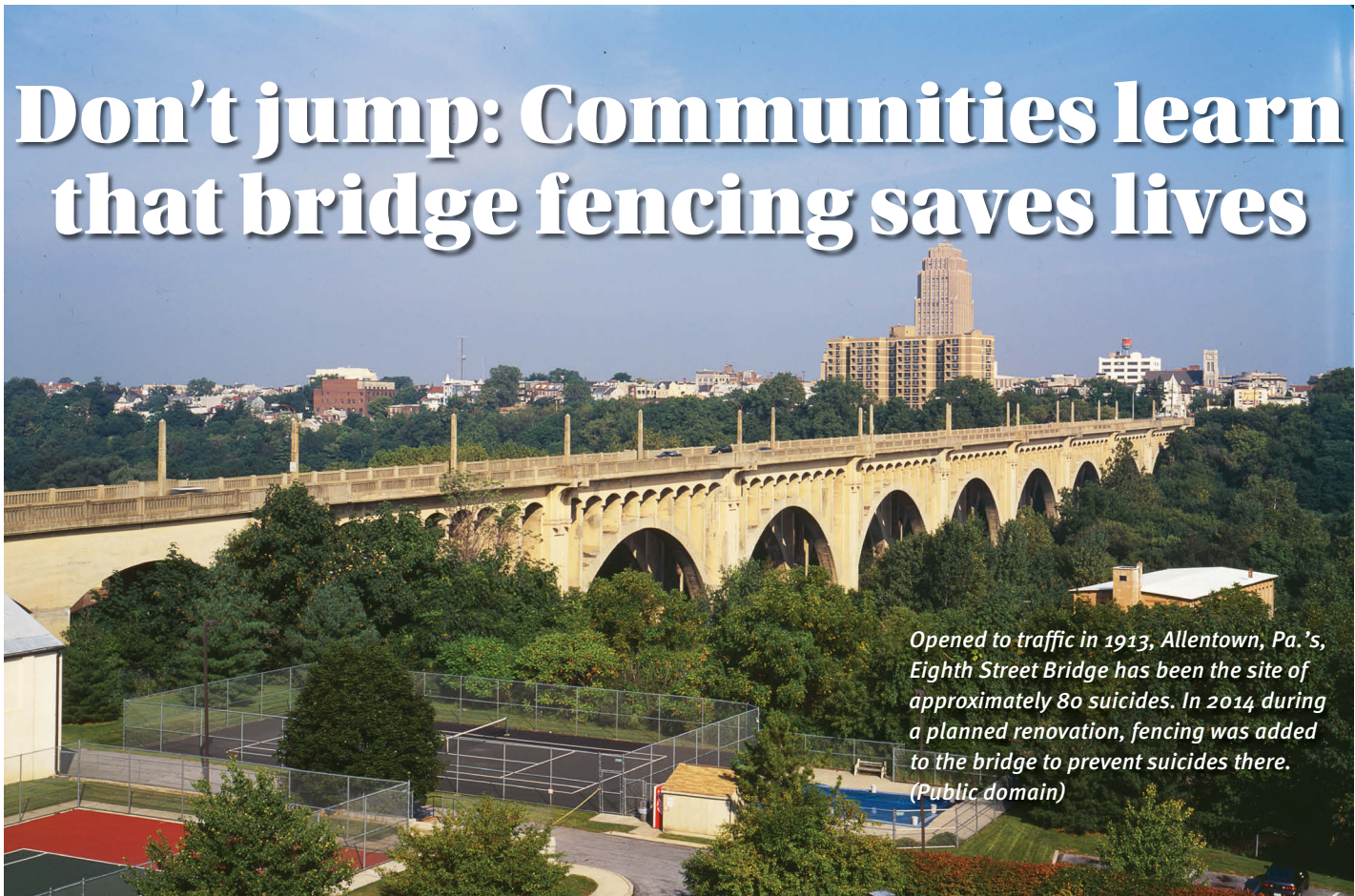


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# Don't jump: Communities learn that bridge fencing saves lives



*Opened to traffic in 1913, Allentown, Pa.'s, Eighth Street Bridge has been the site of approximately 80 suicides. In 2014 during a planned renovation, fencing was added to the bridge to prevent suicides there. (Public domain)*

By **JULIE YOUNG** | The Municipal

**When the Eighth Street Bridge opened for traffic on Nov. 17, 1913, in Allentown, Pa., it was the longest and highest concrete bridge in the world. At 2,650 feet in length, 45 feet in width and 138 feet high, the reinforced concrete, open-spandrel arch extended over the Little Lehigh Creek joining the city's center area to its south side. On a daily basis, the Albertus L. Meyer Bridge — as it was formally named in 1974 — carries a traffic volume of nearly 17,000 vehicles, and in the century since its construction, it has also been the site of approximately 80 suicides.**

Although they account for only 5 percent of all suicides in the U.S., “bridge jumpers” are a serious concern for communities whose structures are sought out by those desperate to end their lives and community leaders are determined to do something about it before more deaths occur.

“If we can make it harder for people to kill themselves, then they are less likely to commit that act,” said Rep. Mike Schlossberg, D-Lehigh.

## **Acting on impulse**

The solution, according to advocates, is the installation of barriers along those bridges that have earned a reputation as a suicide “hot spot.” These include the iconic Golden Gate Bridge in San Francisco, where at least 1,600 people have leapt to their deaths since 1937; the Colorado Street Bridge in Pasadena, where 150 people have died since

1919 and the UT-202 overpass in Magna, Utah, where a man fell off the overpass and was hit by several vehicles traveling along I-80 in August 2018.

It is a solution that is not without controversy. Those who oppose the barriers argue that these fences often disrupt the aesthetics of a historical structure, they cost too much for the small number of lives that could potentially be saved and that preventative measures at one location will not stop someone from committing suicide elsewhere or by another means — a term known as “displacement.” And while there is some evidence to suggest that displacement can occur when someone is determined to kill themselves regardless of the obstacles in his or her way, researchers have learned that barriers have an impact on those acting in the heat of the moment.



**ABOVE:** Pasadena, Calif.'s, Colorado Street Bridge, also known as suicide bridge, has been fenced by the city to prevent further deaths. People leave notes tucked in the fence. (Lando Aviles/Shutterstock.com)

**RIGHT:** A suicide prevention notice posted on the Golden Gate Bridge. In addition to fencing, suicidal hotline signage can make a difference in suicide prevention. (Shutterstock.com)

“Suicides are on the rise and we are at a 50-year high,” said Schlossberg. “We are losing people annually, and if we can reduce access for those with impulsive suicidal thoughts, then perhaps we can get them the help that they need.”

Although suicidal jumps fall far behind incidents involving firearms, there is a correlation between the two. Individuals who choose one of these two methodologies are looking for the quickest and most lethal way of ending their lives. They don’t want to hesitate, because hesitation leads to second thoughts. A 2015 case study Michael Westerlund, Gergo Hadlaczky and Danuta Wasserman published by the British Journal of Psychiatry suggests that hesitation prior to a suicidal act means that the choice between life and death remains an open question until the end. The “to be or not to be” moment means there is still time to reconsider the choice and that’s where barriers come into play.

“It’s a small step, but it is an important step,” Schlossberg said.



#### **Worth the cost**

While nothing will stop all incidents of suicide jumping, structural interventions at suicide hotspots can avert tragedies at these sites. Greg Marley, LCSW, clinical director and senior trainer with the National Association of Mental Illness, said 90 percent of those who were deterred by barriers — and seek out behavioral care — don’t repeat their suicidal attempt. ▶



Researchers have learned that barriers have an impact on those acting in the heat of the moment. (Shutterstock.com)

“Someone in suicidal crisis can be interrupted or slowed down so the moment passes and they can get beyond it,” he said. “It’s a combination of fencing and suicidal hotline signage. Help is available and that makes a difference.”

And communities have concluded that these fences are worth the cost. With an average of three suicides per year from 2007-2016, nine in 2017 and four as of August 2018, Pasadena City Manager Steve Mermell decided the time had come to take action. The city council approved \$295,932 for a 10-foot, close weave mesh fence that is very difficult to climb.

The Eighth Street Bridge got its suicide barrier during a massive renovation to commemorate its 100th anniversary in 2014, but there is more work to be done.

In 2017, Pennsylvania Sen. Gene Yaw proposed a bill for Pennsylvania Department of Transportation to erect protective fencing on new bridges and those undergoing repairs on interstate highways after

a rock was thrown from an I-80 overpass. The rock smashed through a car’s windshield and hit the driver, causing massive brain injuries and severe damage to one of her eyes.

Schlossberg took the bill further, adding an amendment that would require PennDOT to consider protective fencing to known suicide spots. The bill and its amendment passed unanimously and were signed into law by Gov. Tom Wolf in July 2018.

Schlossberg said he wishes every piece of legislation received the same level of bipartisan support that this bill garnered because there is still more to do and not all of it can be solved with infrastructure improvements.

“People need increased access to mental health care services and that requires funding so there is still more work to do, but this is an important step towards reducing the massive spike in suicides that we have seen over the past two decades,” he said. **M**

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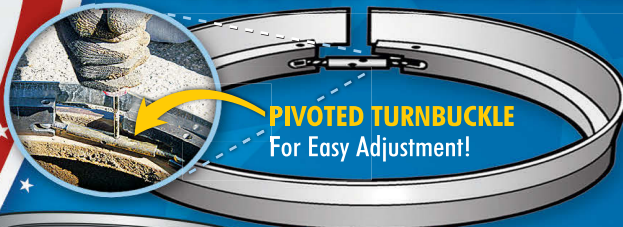
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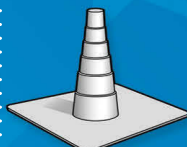
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*Ohio Department of Transportation's Highway Beautification and Pollinator Habitat Program saved Ohio taxpayers an estimated \$1.8 million with its reduction in mowing. (Photo provided)*

# ODOT practices benefit pollinators

By LAUREN CAGGIANO | The Municipal

**Pollinators, particularly the at-risk monarch butterfly species, play a critical role in our ecosystem. But what happens when infrastructure gets in the way?**

Sometimes the results can be detrimental for life that depends on biodiversity. Monarchs cannot survive without milkweed; their caterpillars only eat milkweed plants. And further compounding the problem, monarch butterflies need milkweed to lay their eggs. With shifting land management practices, milkweed is an unwelcome guest.

An Ohio agency is challenging these norms, however. The Ohio Department of Transportation Office of Highway Maintenance is

acknowledging the importance of pollinator habits with an innovative approach to site management. In the fall of 2013, ODOT District 9 initiated the Bee Pollinator Habitat Project. Under this program, ODOT workers converted state-owned right of way to pollinator habitat.

In the spring of 2014, maintenance staff prepped and planted two 1-acre plots along the SR 207 corridor in Ross County. Fast forward to today and ODOT is still focused

on planting native prairie plant species to restore the habitat and provide food specific for pollinators.

Joel Hunt, the program administrator for the Highway Beautification and Pollinator Habitat Program, is charged with bringing this vision to reality. He said the current program builds on the momentum and experience from another successful pilot years ago.

"ODOT had a wild flower program in the '90s," he said. "We learned a lot of lessons, such as site prep as it relates to controlling weeds."

Still, the area didn't have as much wildlife as it does today, Hunt said, and it was expensive to maintain. So, the agency abandoned those efforts in 2011-12. It formed a partnership with



*ODOT employees examine the health of the agency's pollinator habitat located in the state-owned right of way along state Route 207 in Ross County. (Photo provided)*



*For its pollinator habitats, ODOT seeded a mixed variety of native prairie plant species, providing food specific for pollinators. This program has been well received by the public who enjoy seeing beautiful flowers while they drive. (Photo provided)*

Pheasants Forever and converted its first site. Today, ODOT works with about 80 conservation groups to do on-the-ground maintenance and outreach.

According to Hunt, ODOT's efforts are rooted in what he calls a "scientific approach." For example, its seed mix is vetted by scientists to ensure it meets certain prescribed standards. It also applies a targeted herbicide that won't harm the pollinators.

After four years, he said the agency has established protocols and now the practices are dialed in. Generally speaking, ODOT has committed to a variety in vegetation to "really benefit the ecosystem."

Hunt said this new approach has also curbed the need for mowing Ohio's 19,000 miles of roadsides, saving the agency time and money. Even without "full implementation," he said the agency has saved an estimated \$1.8 million in taxpayer money.

Plus public sentiment has been positive, too, as people seem to enjoy the aesthetics.

"Having natural vegetation and blooming flowers makes for a much more pleasant drive," Hunt said.

But perhaps more importantly, ODOT and its partners have yielded results in the name of conservation.

"With mowing reduction, we have been able to create 80,000 acres of suitable habitat statewide," he said.

Not only is ODOT doing less mowing, it is strategic about timing. For example, he

said the agency plans its mowing schedule around the monarch's migration patterns. In his words, "the monarch butterfly is what's driving the bus."

To that end, the agency has done its part to engage residents by asking them to harvest milkweed seed pods from established plants during the critical period of Sept. 1-Oct. 30. Most Ohio counties have a milkweed pod collection station, making it easy for Ohioans to do their part. Harvesting pods from milkweed plants does not have any effect on the population of milkweed in established areas.

Fourth-generation monarch butterflies hatch in Ohio in late summer, migrate north to Canada and then come back through Ohio once more in order to fly to Mexico for the winter. This same generation is also responsible for starting the life cycle all over again in the spring, laying the following year's first generation of monarchs.

The stakes are high, with the monarch population waning. Ohio, being a highly agrarian economy, depends on pollinators for its livelihood, and the country as a whole looks to the Midwest for some of its food supply.

"If there are no pollinators, there's no food," he said.

Yet, according to Hunt's data, the population of the monarch butterfly has declined by 80 percent. He points to culprits like urban sprawl and the use of pesticides. Milkweed has long been the enemy of maintenance



*Milkweed is an important part of ODOT's pollinator habitat as the agency hopes to bolster monarch butterfly numbers. Ohioans can help by harvesting milkweed pods and leaving them at milkweed pod collection stations. (Photo provided)*

staff, which has in part resulted in a decreasing monarch population.

If you ask Hunt, it doesn't have to be a zero-sum game.

"There's a difference between naturalizing an area and ignoring it," he said.

That's why, going forward, his department is committed to embracing a winning combination of mowing reduction and targeted herbicide. **M**

*Palo Alto, Calif., has many engaged residents who want their city to advocate on their behalf. (Shutterstock.com)*

# Paving the way to success by rocking the boat

By **BARB SIEMINSKI** | The Municipal

**When Palo Alto, Calif., City Manager Ed Shikada was fired from his first job as a hotel dishwasher on the graveyard shift, he learned a valuable lesson.**

“I was graduating from high school, and after a month on the payroll only working one or two nights, I asked human resources if there were any other jobs that would involve more hours,” said Shikada, a Kealahou, Hawaii, native. “That got back to my supervisor, and he was furious for my rocking the boat. I decided from that experience that I would always rock the boat. It’s served me well!”

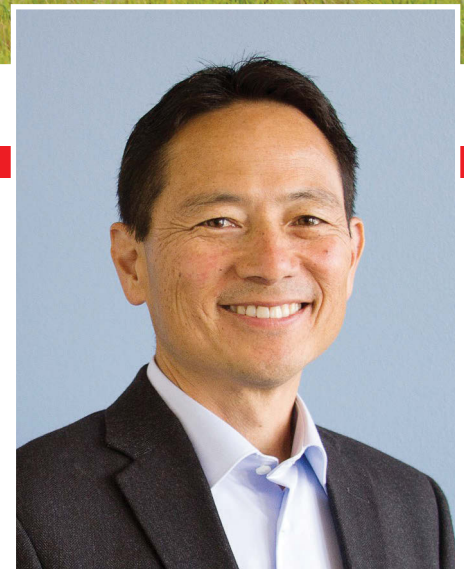
Shikada, who received his Bachelor of Science in civil engineering from the University of Hawaii and his Master of Arts in architecture and urban planning at UCLA, continued his education with certificate programs at Harvard — senior executives in state and local government — and Stanford — energy innovation and emerging technologies.

“UH was a wonderful learning environment (about life as well as academics) as a first big-city experience for a kid from a small rural community,” said Shikada. “I’ve really been blessed with the opportunity to go from a small farming and fishing community to Palo Alto and Silicon Valley, an urban

center of worldwide innovation. I did a lot of fishing but wasn’t any good at growing things — the primary crop in the area was coffee. Perhaps that’s one of the things that drew me to take on the challenge of cities. I’d say that’s really the human interest story and just a small example of our nation’s promise.”

After grad school, Shikada started out in transportation consulting, working for two small firms where he learned the basics of engineering methods and, perhaps as importantly, how to communicate technical information to public audiences. He then joined a regional transportation agency and developed a countywide program to manage congestion in Los Angeles County.

“Needless to say, we were not completely successful, but made meaningful progress,” said Shikada, adding that he then took the opportunity to join the second largest city in Los Angeles County — Long Beach — where he started as the city traffic engineer and progressed to public works director.



*Palo Alto, Calif., City Manager Ed Shikada*

“I then was drawn to the challenge of joining the city manager’s office in San Jose and helped deliver a \$2 billion construction program, including airport modernization, libraries, community centers and public safety facilities. This extended through the economic upheaval, which forced us to develop new tools and partnerships to maintain and deliver services in new ways. That brought me to Palo Alto.”

Shikada has been with Palo Alto — population 67,178 in 2017 — for about three and a half years as assistant city manager and general



manager of the utilities department. Prior to that, he spent 12 years in the San Jose city manager's office where he started as a deputy and culminating in a tour of duty as city manager.

His move to Palo Alto presented an "extraordinary opportunity" to serve a world-class community through an organization for innovation, said Shikada, who supervises about 1,000 employees.

"We have an extraordinarily engaged population in Palo Alto. I enjoy it, but it can certainly be a challenge to close the gap between expectations and our organizational ability to deliver.

"For example, I'd like to describe a notable community issue in Palo Alto at the moment — airplane noise. A few years ago, the (Federal Aviation Administration) implemented new precision air traffic controls that concentrated approaching aircraft over our town. Some might see this as out of our hands, as a federal directive. But our residents wanted their city to advocate on their behalf, so that's what we're doing. This will be a long-term effort, involving technical experts and attorneys. We are blessed with highly engaged residents who will do much of the research and advocacy needed, so we will continue to do our best to have an impact."

Shikada's responsibilities as city manager include the day-to-day operations of Palo Alto, based on direction from the city council.

"As with any city, there can be gaps between the council's policy direction and what it takes to implement," Shikada noted. "I ensure the city's departments are working together and advise the council when there are challenges. We also have many issues that come from the community on a daily basis. I ensure these issues are handled, and when there are challenges, bring them to the city council for direction. Finally, each year I'm responsible for recommending a budget.

"I really enjoy solving problems that benefit the community. That can involve helping people see problems through a wider lens and helping them help themselves."

All is not work and no play for Shikada, however. He and his wife, Ruth, were blessed with two children, Alison, 20, and Matthew, 18. His primary extracurricular activity these days is with the Boy Scouts.

"My son went through the program — he's an Eagle Scout — and I've continued to be involved based on the relationships I've developed and the benefits I see in the program. I'm



*Palo Alto is pursuing a number of infrastructure projects, including a public safety building and freeway bike bridge. (Lynn Yeh/Shutterstock.com)*

an assistant Scoutmaster as well as involved with other adult volunteers," said Shikada.

"Our troop hasn't yet brought girls into the program, though I know many others who are working on it. Scouting is a great program for developing young people. I can also say firsthand that it benefits the adults involved through volunteering as I'm constantly learning from others, including our Scouts."

Asked what projects he was especially proud of, Shikada mentioned being able to get things done that are community priorities and doing so in a way in sync with the people affected.

"We are now moving on a number of infrastructure projects that have been on the books for years, including a public safety building and freeway bike bridge," said Shikada. "We are also making progress on complex issues around railroad grade separations across the city.

"In the broader scale, I am very involved in developing better community management and leaders into the future through our professional organization and personal pursuits. The issues facing our communities are increasingly complex and require new tools and relationships, and there is no place better from which to test strategies and share experiences."

What was the best advice Shikada was ever given and by whom?

"I guess that would be to always be yourself while always trying to be better," concluded



*Ed Shikada speaks at a ceremony where the city of Palo Alto signed agreements for a new pedestrian and bike bridge on Dec. 17, 2018. (Photo provided)*

Shikada. "That can seem like a contradiction, but it's really not — it's an opportunity.

"I'm not sure exactly who said that to me; it may actually be a composite over time. Probably my most overused phrase is 'the key to success in our work is to develop a thick skin but to never allow it to develop into a thick head.' This means that in local government we need to learn to deal with criticism while always remaining open to new ideas and solutions. Even from our critics.

"It is, unfortunately, a necessity of life in the public eye." 

# When law enforcement combats the unseen

*Greenburgh participated in an article series, "Slavery in Suburbia," where a variety of topics are discussed and include a first-hand account from a victim as to how trafficking operates and how traffickers choose locations. (Shutterstock.com)*

By ELISA WALKER | The Municipal

**Imagine being face-to-face with someone who could help and set you free away from this life you were forced into. Now imagine that person overlooking all the clues and then being taken away from the doorway to freedom, all because that person didn't know what to look for. They didn't know you were a captive of sex trafficking.**

Situations like this are what many organizations and law enforcement agencies are working to prevent. Since trafficking can occur in all communities, agencies are trying to provide the best resources for victims.

### Training the hotel industry

Training hotel and motel employees has been a starting point in combating trafficking. More hotels are posting signs regarding trafficking and behavior to watch for — not only piquing awareness in staff but also in visitors.

Greenburgh Town Supervisor Paul Feiner wants his town to be the first municipality in the state of New York to proactively train hotel staff about the signs of human trafficking before a new state law could require it.

A law in Greenburgh has also enabled the closure of unlicensed massage facilities, an avenue where trafficked victims could be funneled toward a life of exploitation. The town has also worked with the FBI on cases where underaged children were forced into prostitution.

"The hotels are open to the training we've done on criminal and terrorist aspects," explained Detective Richard Cunningham. "They welcome it because they don't want this activity at their business. The training is transferred from management to the employees. We don't want them profiling a certain group, but rather look at behaviors."

Through Operation Safeguard, the Greenburgh police's hotel training program, people can see a list of potential

indicators of human trafficking and call the police about suspicious activity. The program teaches the hotel staff what to look for in their work areas, from housekeeping and room service to front desk and food and beverage. Though it may not be a complete list of suspicious activities, it highlights key behaviors.

"The police have been giving this attention for at least nine years. Now we're intensifying it," Feiner stated. "I think a lot of people realize that sex trafficking has been going on for years, centuries even, and you'll never stop it, but you can limit it as much as possible. We have to get the police the resources they need."

### Tackling trafficking with great force

The state of Minnesota passed a law requiring hotel staff to receive online training for signs of human trafficking once a year. Some places have developed other programs on top of hotel training, such as designated task force, to make more headway in their area.



*Craigslist has also been a major point of interest in handling trafficking issues. What may be posted as prostitution online sometimes turns out to be underage children, which is why some officers have taken to monitoring Craigslist for suspicious posts. (Shutterstock.com)*

The Central Minnesota Human Trafficking Task Force, located in St. Cloud and consisting of detectives from area departments, put a high priority on education and community outreach. The force has performed various trainings with local police departments, hospitals, schools and other organizations to create awareness.

While the task force is still relatively new, its presence has been able to break the barrier of whether or not trafficking should be openly discussed in departments and in other public areas. Creating awareness of the issue is the first, most important step in every community and municipality. Resources that most had been unaware of came to light and brought organizations together to combat trafficking.

Some may disagree, but from Waite Park officer and investigator of CMHTTF Jason Thompson's perspective, educating young children about the issue is one way to put an end to it. With kids as young as 11-years-old being exploited, it makes sense that they deserve to be aware of trafficking.

Of all the challenges that could present themselves, dealing with the impression that trafficking wasn't happening in Waite Park, Minn., was the biggest obstacle. Because it isn't often discussed, some towns and cities have the misconception that sex trafficking only happens in large bustling cities.

"You have to go out and look for it," explained Thompson. "When Chief (Dave) Bentrud came here about this problem, there were a lot of people saying that it wasn't happening in our community because we're a small area with a combined population of maybe 100,000. But we started looking. It was amazing what we found and what was going on."

Sometimes the trafficker and victim may appear to be a couple to outsiders, which is why training becomes imperative. Thompson continued, "I've been a police officer here for almost 17 years. I've been investigating these types of crimes for the last six. I missed so many things early on, before I knew and before I had the training — before anybody was really talking about it. I advise

lots of training. It's out there, everywhere. We're finding it in the smallest cities in Stearns County with a population of 400."

Through a grant, Waite Park has afforded to have Thompson work with the task force full time in St. Cloud while filling his position in Waite Park. Thompson is available to return to Waite Park for major crimes, but the department typically refrains from calling him away from the task force.

Chief Bentrud stated, while there's a chance for them to receive another grant, the city has to "step up and make this part of its regular operating budget."

The task force itself has gained support from the community, making a cause everyone can get behind. Thompson commented that he received training hosted by the Dallas Police Department, which discussed a high-risk youth program and how those youths have a higher potential to be targeted for trafficking. That prompted Thompson to approach the county attorney about adopting a similar program. ▶

“We attack this from three perspectives,” informed Thompson. “Washington state has a great model where it attacks demand to reduce trafficking through demand. While we attack our demand, we also investigate the trafficker and have victim recovery. We’ve done training for municipalities in the area. We’re getting out there and helped a number of agencies by setting up buyer detail as well as victim recovery.”

### Helping victims with recovery

A unique aspect about Waite Park is that the city oversees a home, or shelter, that provides crisis beds for victims. Receiving proper care can lead victims on the road to recovery and break the cycle of trafficking. It also transitions victims into the world where they have the potential to live a regular life.

In a case of being at the right place at the right time, Chief Bentrud secured a large home for victims. The city allows Terabith Refuge to hold their victim recovery program in the home, rent-free until a larger shelter is built.

“In my 26 years in law enforcement, the work we’ve done in sex trafficking has been some of the best multi-jurisdictional and multi-disciplinary work I’ve been a part of,” said Bentrud. “It’s amazing to see how many different disciplines have come together to work on this issue, and I think that’s spilled over into other areas like mental health.”

When asked how such an opportunity presented itself, Bentrud reported that it was acquired due to the city building a new public works facility and putting in a new road. The abandoned house property had been bought by the city, making it a win-win situation for everyone.

The shelter ensures that victims are safe, protecting them from being assaulted or even killed on the street for providing information to law enforcement. Unfortunately traffickers manipulate victims into believing that they’ll be arrested if they come forward with their situation, creating distrust and fear. Advocates at Terabith mend the bridge by immediately starting work with the victim, addressing their trauma and mental stability while assisting law enforcement by gaining information.

Support from the local community has been unyielding as various businesses, organizations and private citizens have donated time and money to assist Terabith. Overall, the impact has been positive and the shelter fits right in with the rest of the neighborhood.



*When doing presentations to raise awareness of trafficking, Terabith Refuge’s needs are mentioned so anyone who would like to donate knows how. Donations to nonprofits like Terabith can also be a tax write-off, which appeals to some individuals. (Photo provided)*



*Municipalities are interacting and training with one another to find the most effective methods to combat trafficking, and welcome others who are reaching out for more information. (Photo provided)*

“I absolutely think other municipalities could do something like this,” Bentrud commented. “You have to think outside the box for how you might do this. There are opportunities out there to work with the business community or private citizens. Individuals have property or assets they could donate. It’ll take some groundwork, but you could create those opportunities” **M**

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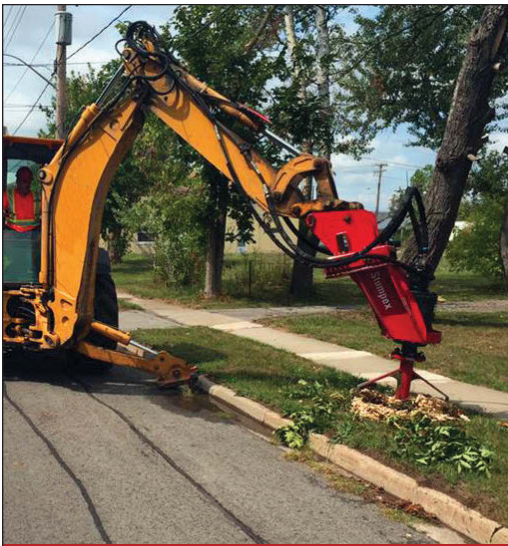


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# Researchers gauge economic impact of immigrants



*Agriculture is a big industry in Yuma and a majority of the people coming across the border are primarily serving in the agricultural industry as opposed to manufacturing or retail. (Shutterstock.com)*

By DENISE FEDOROW | The Municipal

**The topic of immigration in the United States has been center stage for the last two years with talks of closing our borders and revamping our immigration policies. But despite the negative rhetoric, studies have shown that immigrants to the United States are actually helping, not hurting, local economies in a number of ways.**

The New American Economy is a bipartisan research and advocacy organization, which is working for smart federal, state and local immigration policies that help grow the economy and create jobs for everyone. The organization uses powerful research to demonstrate how immigration impacts the economy. It has conducted studies for each state and partnered with state and local leaders to advocate for policies that recognize the value that immigrants bring to the local economy.

According to the website at [www.newamericaneconomy.org](http://www.newamericaneconomy.org), New American Economy “started as an idea — what would happen if we tried to bridge a gap in our nation’s immigration debate? What

if we could see past deep-seated divisions that have stood in the way of progress on this issue and instead talked about the true, measurable benefits of immigration?”

In the first report that NAE conducted, it measured the value of immigrants’ contributions in every sector from health care to housing, tourism to technology and farming to faith. It then crunched numbers on the economic contribution in every state, every congressional district and the top 100 major U.S. metro areas.

Rich Andre, associate director of state and local initiatives, Kate Brick, director of state and local initiatives, and Andrew Lim, director of quantitative research, spoke about their organization and a recent study

completed by NAE for Fort Wayne, Ind., as well as other areas.

Andre said the goal is to produce quantitative research and “work with mayors or business leaders to change the narrative of immigration in the area.”

The Fort Wayne study was done through the Gateways for Growth Challenge and NAE and was sponsored by Welcoming Fort Wayne, Associated Churches and the Northeast Regional Partnership.

According to its website, the Gateways for Growth Challenge is a competitive opportunity for local communities to receive tailored research, direct technical assistance and/or matching grants from NAE and Welcoming America in support of the development of multi-sector plans for welcoming and integrating immigrants. This opportunity is open to urban, suburban and rural communities alike. Communities can apply for the challenge through the website [www.gatewaysforgrowth.org](http://www.gatewaysforgrowth.org)

“We were really interested in that (Fort Wayne) region so we combined statistics and went beyond the city limits to Auburn and beyond,” Andre said.

Brick said researchers are finding in many communities, “especially in that Rust Belt area—they’re trying to attract international families.”

In many communities now, there are more jobs than workers. She said leaders “don’t have the tools or the narrative to explain the economic impact of immigrants but want to be seen as welcoming to immigrants.”

Andre said, “A lot of the leaders we work with know this stuff ... but our research helps give them hard numbers that are trusted and impartial.”

As to the criticism that immigrants take jobs, Andre said they’re making significant tax contributions. In the Northeast Indiana study, it was shown that over \$104.4 million in federal taxes and \$56.9 million in state and local taxes, which go to schools and roads and benefit everyone, were paid by immigrants, leaving them with \$472.8 million in spending resources. Research has shown that over 40 percent of Fortune 500 companies were started by immigrants or their children.

Many immigrants are entrepreneurs, according to NAE, and Andre said, “As entrepreneurs, they’re creating jobs not taking them — and that’s the data we have to counter that narrative.”

Brick added, “Not only are they creating new jobs by starting new businesses, but they have helped to revitalize the labor market in the Great Lakes region.”

She said the working class has specifically been helped in the Rust Belt. “That area has been revitalized due to the role that immigrants play.”

The NAE reports that immigrants fuel the U.S.’s \$100 billion agricultural industry doing the toughest jobs to keep its farms running.

At the local level, the city of San Diego, Calif., has been working closely with the Gateways for Growth Award. “It’s a binational area and a community that values diversity,” Andre said.

They’ve also worked with Corpus Christi, Texas, Chamber of Commerce and the cities of McAllister and El Paso, Texas.

When asked if they had data on the negative impact immigrants play, Andre said, “Our focus is what immigrant bring to the table; it’s very hard to get data on that.”

Lim agreed, “It’s difficult to parcel that out.” He said the biggest area where there’d be a cost to the community would be public services like health care, education and law and order, but researchers have been unable to qualify cost versus benefit.

“What we do know is they are working and are spending and even undocumented workers are contributing in significant amounts to taxes even if they don’t qualify for the public services,” Lim said. “From state to state across the board, the benefits outweigh the costs,” he said.

Brick said researchers are “seeing an increase over the last year and a half of people wanting to understand what the facts are. The economic reality is we are reaching full employment and employers are struggling to find talent — business leaders are looking at immigration as a solution.”

#### **Yuma, Ariz.**

Yuma is a border city and economic development administrator Jeff Burt shared his city’s experience with immigration.



*A group of people gather for a Welcoming San Diego community planning forum where they brainstorm how to better work with immigrants in their city. Welcoming San Diego is a partner organization with New American Economy. (Photo provided by Welcoming San Diego)*



*A newspaper article about how San Diego, Calif., is welcoming its immigrants goes up on the side of a building in the city. (Photo provided by Welcoming San Diego)*

“My experience is more with immigrants crossing the border daily — coming in and out to work more than those who are coming here to live and work,” Burt said.

He said the city also has a lot of “twin plants” — manufacturers that have plants on both sides of the border. In addition to workers, Yuma has visitors coming across the border for tourism and shopping.

But he added, “From a practical standpoint, the biggest impact is to the workforce, particularly the agricultural industry, as 20,000-30,000 (employees) a day are coming across the border to work.” ▶



*A group of diverse people gather at a community planning forum sponsored by Welcoming San Diego. There they work on ideas to make San Diego a welcoming city for immigrants. (Photo provided by Welcoming San Diego)*

Burt said federal legislation as it relates to ports of entry will have an impact, too. For example, San Luis, Ariz., is a port of entry and one port is for commercial traffic and the other for pedestrian and private vehicles and both are bringing elements to the economy of Yuma.

“When you have that many people coming across it directly impacts workers,” he said, noting all of the required inspections impact the time it takes to get across.

“If a truck is carrying vegetables and it takes too long to process — well, it gets very hot here in Arizona,” he said, adding that if those points of entry were closed, “It would have a negative impact fairly quickly and immediately. We have 175,000 acres of produce grown annually year-round. The Ag business is expected to have a \$3.5 billion to \$4 billion impact this year.”

He noted, “In the winter months — October to May — 90 percent of the leafy green vegetables we eat are grown here.

“The lion shares of people coming across to our community are coming in primarily to serve the agricultural industry as opposed to manufacturing or retail,” he concluded.

According to Burt, many of those workers are working in Yuma about six months and then the other six months migrate to California.

As for manufacturing and the twin plants, he said the latter became popular in the late 1980s-1990s. Often they have components on one side of the border and assembly on the other side.

Burt said a study was done in 2012 by the state to determine the impact of Mexican visitors to Arizona and the economy. It studied those people coming across the border, particularly on weekends for grocery shopping, etc. “They determined that 40-50 percent of the sales tax from retail sales was coming from visitors from Mexico.”

The study is going to be repeated in 2019.

“The economy here is a three-legged stool — tourism, agriculture and military defense,” Burt said. “They (immigrants) are a key component on our work here and on our biggest economic sector, which is agriculture.”

For local municipalities that don’t have such data at hand, it might be useful to get it, and according to Andre at New American Economy, “It’s as simple as reaching out.” **M**

**In the Northeast Indiana study, the top five countries of origin for immigrants were Mexico (28.9 percent), Myanmar (10.7 percent), India (5.2 percent), Guatemala (5.1 percent) and China (4.6 percent).**

The industries where immigrants play a key part include construction (7.1 percent), hospitality and recreation (6.5 percent), general services (5.9 percent) and transportation and warehouse (5.8 percent).

To see the impact immigrants have on different states, visit the New American Economy website at [www.newamericaneconomy.org/locations/](http://www.newamericaneconomy.org/locations/) and view the impact map.

**WalletHub also did a study on the impact of immigration on state economy, looking at four key dimensions: immigrant workforce, socioeconomic contribution, brain gain and innovators and international students. The top 20 states based on the highest rankings are: New York, California, New Jersey, Massachusetts, Delaware, District of Columbia, Maryland, Illinois, Connecticut, Washington, Florida, Virginia, Texas, Michigan, Pennsylvania, Nevada, Hawaii, Arizona, Rhode Island and Georgia.**

Source: [www.wallethub.com/edu./economic-impact-of-immigration-by-state/32248/](http://www.wallethub.com/edu./economic-impact-of-immigration-by-state/32248/)



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# Ilion embraces little changes to realize big savings



By CATEY TRAYLOR | The Municipal

**The village of Ilion, N.Y., has received a \$100,000 grant through the New York State Energy Research and Development Authority's Clean Energy Community Program to bring sustainable practices to the community.**

The federally funded program is designed to encourage communities to take small steps toward big changes in the realm of sustainability and saving energy. Grants are awarded on a rolling basis, the largest amount available being \$100,000 and decreasing as time goes on.

Village Trustee Bridget McKinley served as the chairperson to push the grant writing process forward. Working with a small team of community leaders, McKinley led the charge in making sure the village met the grant's criteria, writing the grant application itself and deciding how the grant money would be allocated after being named a recipient.

"We set up a community base of residents to come and discuss the process," McKinley

said. "We met and hashed out ideas and started working on the criteria. We had to do a lot of leg work, but when we applied, our criteria was approved. We were one of the top two communities in our area to get awarded."

Having learned the village was awarded grant money, McKinley worked to gather community input on how the funds should be spent.

"We reached out to residents that we know have been active in the community, whether on boards or just citizens who are engaged with the village," she said. "One of the members was on our municipal utility board, for example. We roundtabled and brainstormed how we thought the money would be best spent to benefit our community."

According to McKinley, the grant outlined 10 different categories to choose from. The village focused on converting 50 percent of the community to LED lighting as well as providing educational opportunities to residents using NYSERDA-contracted individuals.

"People who were experts in energy came and did presentations for the community and discussed various things the village could do to save energy and decrease greenhouse gas," McKinley said. "That educational component is huge, and we felt was important for our residents to experience."

Once the team started rolling on the grant criteria, they decided to take things a step further.

"We decided to go 100 percent LED lights on our streets in our village," McKinley said. "We chose to do that because we have our own municipal tower here in the village, so we have a fairly comfortable fund balance in our electric. We took that challenge on and succeeded."



*Originally, Ilion focused on converting 50 percent of the community to LED lighting and then decided to use 100 percent LED lights on its streets. Community feedback was extremely helpful for the village to determine how best to use the grant money. (Photo by Mitch Barrie; <https://creativecommons.org/licenses/by-sa/2.0/>)*

In addition to LED lights, the community is working with NYSERDA to get a new furnace installed in the fire station.

“Once we were awarded the money, there was a very lengthy process to submit a plan on how we were going to spend it, and it had to be NYSERDA-approved. They had to decide whether how we were planning to spend the money would really save energy and decrease greenhouse gas emissions,” McKinley said.

“Our fire station had a very antiquated furnace that wasn’t efficient, so we submitted to replace the furnace with a more energy-efficient furnace, and we’re still tying up the loose ends on that piece, but it should be installed soon and we’re excited.”


In organizing community members to provide input, McKinley said a number of good ideas were presented. While some of them weren’t eligible under the criteria of the grant, the community may move forward on those independently.

“Although \$100,000 seems like a lot of money, it goes quickly. So we gathered all the ideas we could but also had to keep our budget in mind while still accomplishing the things we needed to get done in order to be approved,” she said.

While the grant was hard work and still in the process of wrapping up projects as a result, McKinley said the biggest lesson throughout this process was the realization that little changes really can have a big impact.



*Ilion, N.Y., received a \$100,000 grant through the New York State Energy Research and Development Authority’s Clean Energy Community Program. Funds from the grant will be going toward the installation of LED lights throughout the community. (Photo by Doug Kerr via Flickr; <https://creativecommons.org/licenses/by-sa/2.0/>)*

“This was a big financial commitment for us initially, but even if communities started a little at a time, that would make a big impact,” she said. “If you go slow, it doesn’t seem as overwhelming. Reach out to your local resources to see if a grant like this exists and follow those guidelines to make big strides. Pick doable options to meet the criteria, and stay persistent both with community members and community partnerships. It’ll all pay off.” 



# Ensuring donation transparency

By SARAH WRIGHT | The Municipal

**D**ONATIONS PROVIDE AN often unexpected boost to municipal projects. While donations are largely positive, they can draw concerns from constituents of conflicts of interest, especially if being put toward projects that require bids. When the source of the donation is known, potential conflicts of interest can be addressed; however, when donations are received anonymously, it's hard to gauge if any strings are attached. While the saying goes "don't look a gift horse in the mouth," city officials need to best represent the interests of their constituents and ensure that transparency is maintained.

"With any donation, anonymous or otherwise, there is always the concern that the donor may be expecting something in return," Leslie Lenkowsky, professor emeritus of public affairs and philanthropy at Lilly Family School of Philanthropy at Indiana University, said. "This could be especially problematic in government, since we expect government to be impartial in awarding contracts, zoning and other things municipalities do, even to generous donors for municipal projects." However, he noted, "Anonymity might make it more difficult to determine if a particular donor has obtained favorable treatment in return

for the gift, but there are usually ways of penetrating the cloak of anonymity if, for example, a reporter or prosecutor was determined to do so."

Fear of special treatment, particularly when awarding contracts related to projects receiving anonymous donations, have sparked community discussions in the past. In 2017, a Warsaw, Ind., resident alleged the city violated the Open Door Law after the board of works voted via email on measures related to an alleyway revitalization project; he further alleged the city violated the Access to Public Records Act after it didn't release the names of anonymous donors to said project. Ultimately, Warsaw was found to have violated Open Door Law; however, it didn't violate APRA as public agencies have the discretion to shield the identity of an anonymous donor if the donor requests it.

There are always bound to be complaints no matter what a city does when it comes to handling funds; however, in the department of donations, cities can honor donors wishes while also offering transparency to residents.

"The most important way municipalities can improve transparency is by reporting fully on what they do with the gift. That should not compromise a donor's anonymity at all. But it should allay suspicions

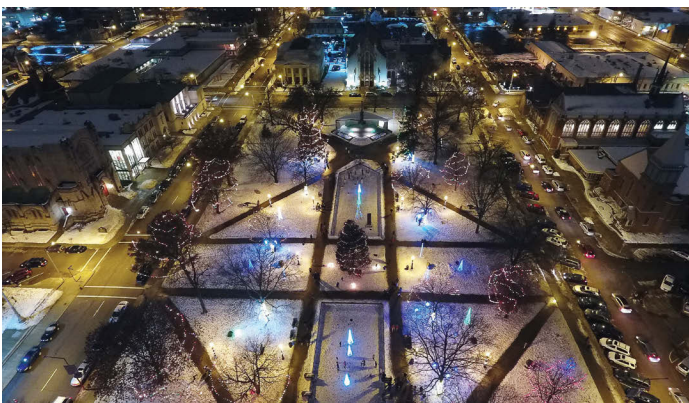
that the money was used for pet projects (including the donor's) that are not desired by the municipality," Lenkowsky said.

Looking to nonprofits is another great approach, as Lenkowsky noted, "Nonprofits, like colleges and universities, often receive anonymous gifts, sometimes very large ones. Usually they have some sort of committee that reviews such gifts before they are accepted. Municipalities can set up a similar mechanism, though they need to be sure it includes more than the mayor, say, and his friends or appointees." Lenkowsky added, "In addition to seeing that the donor is not expecting any favors in return, the committee should ensure that if the identity of the donor became known, the municipality would not be embarrassed by any 'skeletons' the donor might have, e.g., be in the midst of an investigation of business practices. Again, this is a problem with any donation, though anonymity makes it more difficult to scrutinize."

Whether a donation is anonymous or not, foundations have been put in place by many cities, predominately for parks and recreation departments. Kalamazoo, Mich., though, is taking the concept of foundations to a whole other level while involving the community as a whole.



**ABOVE:** While Kalamazoo considered and structured FFE, a third party service surveyed residents to gauge their disposition toward the creation of a foundation and found that 80 percent of respondents were favorable to it. (Michigan Municipal League via Flickr; <https://creativecommons.org/licenses/by-nd/2.0/>)



**LEFT:** To bridge structural budget challenges felt by many Rust Belt cities, Kalamazoo, Mich., signed off on the Foundation for Excellence, which was made possible by local philanthropists who wanted to see the city and its residents thrive. (Shutterstock.com)

### Kalamazoo Foundation for Excellence

Like many Rust Belt cities, Kalamazoo was faced with structural budget challenges after the recession, which impeded its efforts to realize its vision for a vibrant, prosperous and equitable city. The only solution that could be found was raising a tax of some kind; however, such an approach would have been disadvantageous for businesses and residents alike. A second solution was found thanks to local philanthropists: namely, the creation of a foundation that would bridge the funding gap.

The foundation will provide \$70.3 million to stabilize the city's budget, lower its property tax rate while also allowing for \$10 million of aspirational community projects per year through 2019. During this period, a community fundraising effort would be launched to create a fully endowed foundation that can sustain this funding in perpetuity. The foundation was approved by the city commission and mayor on Aug. 25, 2017.

Prior to that approval, Steven Brown, FFE coordinator/resource specialist, said there was a yearlong city discourse that included approaching members of the community. "A

study was conducted (in 2016) by a third party service — a survey to gauge public disposition. It found that 80 percent of respondents favored the foundation." Since things have gotten underway, he added, "The response overall has been positive."

Emphasis was placed on doing the work right the first time. This included bringing in a consultant to establish best practices and choosing to prioritize transparency and accountability. Unlike private nonprofits, as a public foundation, the FFE's meetings are open for everyone to attend.

"We go out of the way to have all resources available (to the public)," Brown said, adding there is a section on the website that contains agendas; meeting minutes; the bylaws; articles of incorporation; an annual newsletter that highlights projects, programs and initiatives; and more. "Money allocated to the city is approved by a city committee in the full light of day."

Another step toward openness, Brown said, is the board is drawn from the community. Ten of its 15 members are stakeholder directors who represent important sectors like health care, education, business and faith.

The remaining five are city directors and include the mayor, city manager, two city commissioners and an at-large director. The stakeholder and at-large terms rotate every three years while the city directors serve for the duration of their employment or elected service. The 2018 newsletter notes the push for inclusivity with the note that 40 percent of board members are female while an additional 40 percent are minorities.

"It's an open application process," Brown said of the community stakeholder directors, noting the applications are found on the website available to the entire public.

The foundation also provides a peace-of-mind buffer, with him noting, "Donors are very keen to ensure their investments are not plundered by the city commission." On the other hand, the foundation limits wealthy donors' ability to impact the governance of the city. The Foundation for Excellence's bylaws and articles of incorporation further prevent any misuse of funds.

"It's incredible for people to see what they are getting," Brown said.

A major proponent of doing that is the annual newsletter. In the 2018 report, FFE ▶

shared its efforts to spur the expansions of successful youth programs while also supporting several park and neighborhood enhancement projects. Throughout the year, FFE supported many infrastructure projects in Kalamazoo, too, from walkability improvements and better lighting to tree care.

Lead pipes have been a nationwide concern, and the city of Kalamazoo has not sat on its laurels in addressing its lead water services. Thanks to the FFE and additional funding sources, the city's lead service replacements are now funded at a rate to enable completion of system-wide replacements in 20 years. FFE alone has provided 23.7 percent of the funding while the rest comes from a grant awarded by the Michigan Department of Environmental Quality — 30.5 percent — and Kalamazoo's water fund — 45.8 percent.

"It's unique in structure and a very novel idea," Brown said of the foundation, which is likely the only such foundation in the country. "It's a model for other cities."

For other cities, he noted, "You will need to have available donors. After that point to make it work, be clear, communicate well, create as much input as possible and encourage public discourse. Think structurally and long term. Founding documents offer checks and balances. You want to make sure they are structurally sound to move ahead on." **M**



*Kalamazoo Foundation for Excellence distributes money only to the city of Kalamazoo, helping strengthen the city's budget while also decreasing property taxes. FFE has also distributed funds toward walkability improvements. (Michigan Municipal League via Flickr; <https://creativecommons.org/licenses/by-nd/2.0/>)*

For information about the Kalamazoo Foundation for Excellence, visit <https://www.kalamazoo.org/ffe>.

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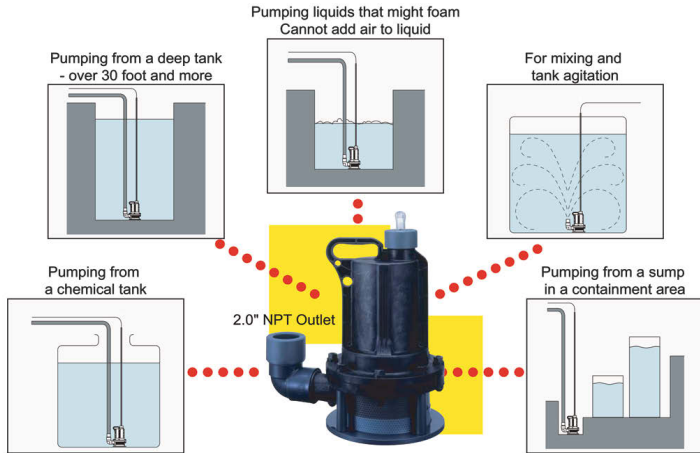
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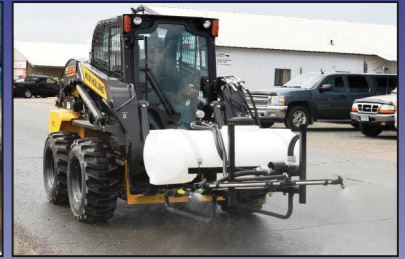
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*Harry S. Truman Library and Museum in Independence, Mo., drives 36 percent of all visitation to the city. Last year, the site reported approximately 300,000 visitors. (Photo provided)*



*Pictured is an Eisenhower statue on the grounds of the Eisenhower Presidential Library, Museum and Boyhood Home. (Photo provided)*

# Cities tap into their presidential ties

By **BARB SIEMINSKI** | The Municipal

**Start humming “Hail to the Chief” when you think of these cities: West Branch, Iowa; Abilene, Kan.; Little Rock, Ark.; Hoffman Estates, Ill.; Hyde Park, N.Y.; Grand Rapids, Mich.; Honolulu, Hawaii; and more, for these are home to presidential libraries, museums, childhood homes or the final resting places of our nation’s top leaders.**

Some of these historic entities share partnerships with their cities and offer not only exhibitions but also online collections, a research room, student resources and archives; sometimes, the president’s former home, birthplace and/or gravesite are on-site as well.

The impact is more than just economic, said Wendy Shay, of the Historic Preservation Division in Independence, Mo., where the Harry S. Truman Library and Museum and gravesite are based. There’s a lot of goodwill, too.

“Our walking tours, workshops and lectures are always free,” said Shay, “and we have a concentration of them in May, celebrating Historic Preservation Month.”

Independence has a partnership with the Truman organizations, but it is mainly on public outreach activities, said Shay.

“The city doesn’t oversee any changes to those buildings or any kind of improvements because they are both federally owned and federally operated.”

Kristi Eckfeld, tourism manager of the city of Independence, provided a recent visitor impact study that listed the Harry S. Truman Historic Site as accounting for 49 percent of the total visitors to Independence.

“The Harry S. Truman Historic Site is the strongest functional driver of visitation for Independence at 36 percent,” said Eckfeld. “Most visitor parties are two to three people who spend just under \$350 in the area — excluding transportation. While only 24 percent of those dollars are spent on entertainment — admission cost would be included in that number — the other 75 percent is spent on meals and lodging.

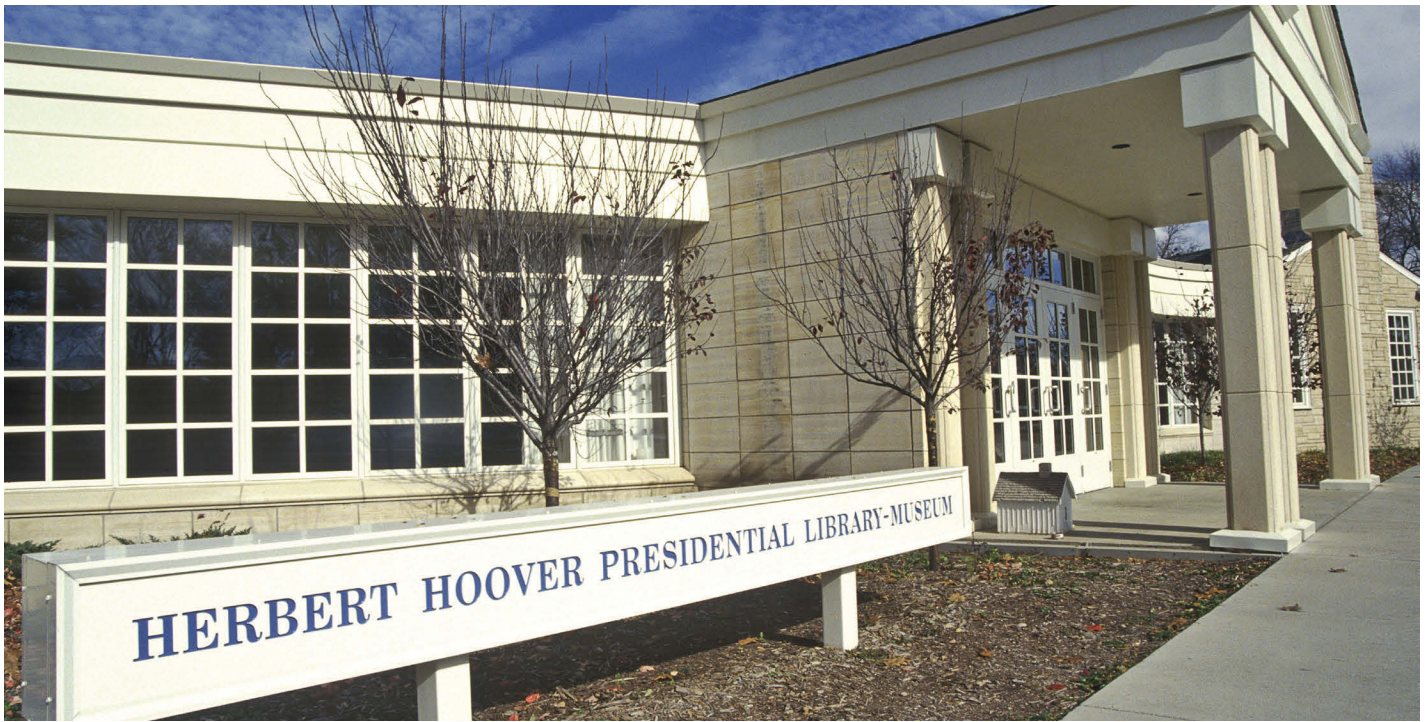
“While I don’t have specific dollar amounts for Truman library visitor spending, it stands to reason that the majority of our visitors are coming to Independence to experience the story of Harry S. Truman, our 33rd president. Last year, the site reported approximately 300,000 visitors. If the Truman sites account for 49 percent of the visitors to our sites (147,000) and the average visitor parties to Independence spend just under \$350 (per the visitor impact study), it would be an economic impact of \$51,450,000 (this does not include ticket revenues or sales in the gift shops).”

West Branch, Iowa, is home to the Herbert Hoover Presidential Library and Museum, the Hoover Presidential Foundation and the Herbert Hoover National Historic Site, all honoring the 31st president.

According to Tom Schwartz, director of the Herbert Hoover Presidential Library and Museum, the library is not in a formal partnership with the city, per se.

“But we do co-partner with the city of West Branch on two events — Hoover’s Hometown Days, which is always the first week of August, and Christmas Past, which is always the first weekend of December,”





Located in West Branch, Iowa, the Herbert Hoover Presidential Library and Museum sees between 140,000 to 150,000 annual visitors. (Joseph Sohm/Shutterstock.com)

said Schwartz. “We coordinate with the city with events and public offerings; we also partner in that way with the National Parks Service. We are located in the middle of a national park with the Herbert Hoover National Historic Site.”

The Herbert Hoover National Historic Site has an annual visitation between 140,000 to 150,000 visitors. In 2017, these visitors contributed an estimated \$8.3 million to the local economy. The Herbert Hoover Presidential Library and Museum is one of 14 presidential libraries and museums operated by the National Archives and Records Administration and had a total visitation in fiscal year 2018 — Oct. 1, 2017, though Sept. 30, 2018 — of 56,590, which included visitors to the museum, library researchers and on- and off-site public programs. Unlike NPS, NARA does not calculate economic impact.

Some of those public programs include two concerts in the village green on Memorial Day and the Fourth of July, which are also crowd pleasers, said Schwartz, who added that the music events draw around 500 audience members.

“We also have an event called ‘Kites over Hoover Park,’ which is a family-friendly

event where we provide free kites to use. People can bring their own kites and there is a kite vendor. The kite event draws roughly anywhere from 1,200 to 1,500 people,” Schwartz said. “Those occasions are free to the public and our support foundation helps us to defray the expenses. Porta-Potties are provided for both handicap-accessible and nonhandicapped visitors and there is law enforcement 24/7.”

In September, around Constitution Day, a naturalization ceremony is held in partnership with the federal courts, typically bringing between 70-85 people.

Hoover’s birthplace home is also located within the park and so is the Quaker meeting house he attended. Both he and his wife are buried on-site.

“The city obtains revenues from these events through the purchase of restaurant meals and gas through the regular state and city tax structure associated with purchasing gas, so that is the revenue generator from what we do have for the city,” noted Schwartz. “The national park has no admission fee; the museum, operated by the National Archives and Records Administration, has a modest admission fee. All school groups, however, can visit free of charge.”

Dwight D. Eisenhower Presidential Library, Museum and Boyhood Home is located in Abilene, Kan., and plays an important part in the town’s very fabric.

“Abilene is a tourist community,” said Jane Roller, director of Abilene Convention and Visitors Bureau, which is a department of the city, funded through a transient guest tax. “While our town is only 6,500 in population, the Eisenhower Presidential Library, Museum and Boyhood Home visitation creates opportunities for economic prosperity. Restaurants, hotels, gas stations and retail businesses benefit from additional customers and sales. Abilene, Dickinson County and the state of Kansas benefit from additional sales tax collections. Room sales alone totaled more than \$2.5 million in 2018.”

Abilene is the cowtown that raised the 34th president. Located at the end of the Chisholm Trail, Abilene is proud of its cowtown history as well as being the hometown of a five-star general and president, Dwight D. Eisenhower.

“The city of Abilene’s municipal building is named after Eisenhower and downtown visitors will find Little Ike Park, which celebrates young Eisenhower,” said Roller. “Kansas Highway 15/Buckeye Avenue also celebrates Eisenhower through special sign toppers, ▶

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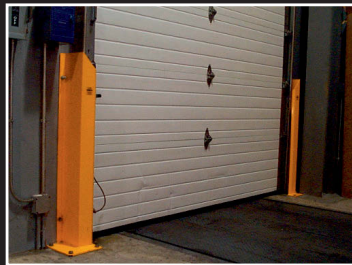
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continued from page 49



A couple browses the displays featured in the Truman Library and Museum. (Photo provided)

noting it as Eisenhower Memorial Highway. Nonprofits in the community work together to host the Eisenhower Marathon, a Boston Marathon-qualifying race. The site is also host to the yearly Symphony at Sunset D-Day Commemoration."

The Eisenhower Presidential Library is not only the second most-researched presidential library, it is part of the city's community. The library's courtyard is the site of many community events, including the Eisenhower Legacy Gala, Abilene Chamber of Commerce annual banquet and other ceremonious events.

"Attendance at the Eisenhower Presidential Library, Museum and Boyhood Home is more than 200,000 each year," said Roller. Across from his home is the Place of Meditation where President Eisenhower is buried.


Because of the Eisenhower Presidential Library and the community's partnership, Abilene boasts several accolades, including:

- "Best Small Town to Visit" — Smithsonian Magazine
- "No. 1 True West Town of the Year" — TrueWest Magazine
- "Best Kansas Attraction" — USA Today
- "Best Weekend Getaway" — KANSAS! Magazine

Other businesses and attractions also capitalize on the Eisenhower connection. The Eisenhower Presidential Library is the hub of the "5-Star Museum District," which is comprised of five museums all within walking distance of the library. Local restaurants also tap into the city's presidential connection, with Mr. K's Farmhouse — formerly Lena's — attracting visitors to view its Ike memorabilia and check out Eisenhower's favorite restaurant. There is also Ike's Place, which features Eisenhower photos on the walls.

The Eisenhower Presidential Museum is undergoing a complete renovation, said Rolling, who added that other museums that have undergone renovations experienced a significant spike in attendance in the first 18-24 months post-renovation.

"This project uniquely positions Abilene businesses and other attractions to leverage the additional visitation in their own operations," said Rolling. "After all, what business wouldn't want access to additional customers?"

The favorable ties between cities and their famous presidential residents often go both ways. Eisenhower, on June 22, 1945, made a memorable declaration: "The proudest thing I can claim is that I am from Abilene." 

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*Due to the high pressure system and the hose reel placement, the AquaStar can also be used in Hydrovac applications. (Photo provided)*



# Innovative sewer cleaning bridges the Atlantic

by SARAH WRIGHT | The Municipal

**Revolutionary technology in the sewer cleaning industry is crossing the pond after the 2017 acquisition of Premier Oilfield Equipment by KAISER AG, a company based in Liechtenstein. Those who attended WWETT 2018 were able to preview this sharing of experience and technology when the newly formed KAISER Premier presented the first U.S.-made AquaStar, which garnered buzz with its unique system for water recycling.**

Retaining the entirety of its Premier Oilfield Equipment workforce, KAISER Premier will continue to focus on hydrovac vehicles while also taking on a leading position for recycling sewer cleaning vehicles within the North American market. Thanks to KAISER AG's global operations, a wealth of experience and synergies will be able to generate clear regional value.

"It's important leverage to be able to work with KAISER AG's manufacturing, engineering and production teams to promote our growth," KAISER Premier CEO Dan Weber said, noting that technology will evolve as it goes back and

forth between the U.S. and Europe under the guidance of KAISER AG's 100 years of experience. "It's exciting for our employees both here and in Europe."

To facilitate this share of information, U.S. employees will be able to travel to Europe and employees from Europe will be able to do likewise. These interactions will spur innovations.

"Technical solutions are shaped by regional preferences," Daniel Laubscher, head of engineering at KAISER Group, said. "The difference between Europe and North America are reflected in the lifestyle and the infrastructure,

and also in the special-purpose vehicles. In the USA, the classic long-hood trucks are the norm, whereas in Europe the cab-over-engine design is more common. That's why we combine our technological edge with the market proximity—and create innovations that really benefit North American customers."

## **AquaStar**

The AquaStar, according to Weber, is the culmination of over 35 years of development that has been tested and adapted to several diverse markets, including Russia, Finland, Germany, Switzerland and Africa. Through lessons learned, KAISER AG has made the AquaStar reliable, user friendly and easy to maintain, making it an ideal addition to cities' toolboxes to care for their sewer systems. The telescoping boom is designed with shared hose routing for suction and jetting hose.

"It only takes one trained operator to run it effectively," Weber said. The AquaStar's water recycling feature offers up to 10,000 gallons in



The AquaStar is equipped to clean sewer pipes as well as catch basins. (Photo provided)



With the patented ROTOMAX water recycling system, the AquaStar represents a benchmark for the industry in the high-performance recycling sector. (Photo provided)

fresh water savings daily versus conventional sewer cleaning. The highly automated operation system allows the operator to focus on the work at hand. The full-feature radio remote control offers the option to move freely away from the vehicle. The full-color LCD information display delivers clear feedback on current performance parameters. Data such as jetting hose meter counter, tank filling degree, vehicle weight and component status are transmitted directly to the radio remote control and presented in graphical form on the display. The control of the water pressure at the jetting nozzle also makes sewer cleaning considerably less difficult. Due to the “intelligent structure” concept and its control system, noise emissions are extremely low.

Not only does this process give water savings, it also increases productivity as the operator can work for hours with the onboard water—eliminating the need to travel to refill with fresh water. Unlike other recycling sewer cleaning systems that use multi-stage filtration

systems, the filtration on KAISER’s AquaStar uses the innovative one step Rotomax filter system.

“The tank can be pressurized to offload excess liquid sewage back into the pipe,” Weber said. “You can quickly offload through the vacuum tube, which further ensures efficiency and energy savings by reducing the need to transport excess liquid to the treatment plant. No other U.S. manufacturer does that.”

Customization and a variety of features also allows AquaStar to be specifically adapted to customer’s operations. Onboard data analysis is another benefit that is leading the industry. With it, data from the unit is transmitted directly to the radio remote control and presented in graphical form on the display. The display and control of the water pressure at the jetting nozzle also make sewer cleaning considerably easier. Diagnosis is also made easy with KAISER*teleservice*, which allows a service engineer to remotely log into the vehicle control

system via a modem and access all current data and perform the necessary troubleshooting.

“Once familiar with it, the overall response is one of surprise about how easy and reliable the AquaStar is,” Weber said.

He added, “I believe in five years municipalities needing sewer pipe cleaning equipment will be purchasing recycling units. There is no doubt in my mind that it’s coming.”

### Take for a spin

As a means to introduce customers to the AquaStar and other KAISER AG products, KAISER Rental was formed by KAISER AG to provide customers with an opportunity to try out units. Weber noted customers can become more comfortable with the technology before making large capital investments.

“We want to bring as many resources (for the customer) as we can to the table,” he said. “Before you make a major purchase, try us out in total. We want to be a true partner to their business. Their success is our success.”

With both short-term and rent-to-purchase agreements available, customers can get a full understanding of how KAISER’s technology will benefit their operations.

“Long term, KAISER Premier will bring over products offered by other manufacturers under Kaiser AG,” Weber said. **M**

## Meet Dan Weber

Dan Weber holds an executive record of developing and managing scalable, fiscally responsible and sustainable growth strategies. He has 30 years of employment experience with Fox Photo, Alcoa Aerospace, Alcoa Automotive and Jack Doheny Companies. He earned his bachelor’s degree in business administration from the University of Wisconsin — Oshkosh. Weber sits on two boards and is an equity partner in a chemical and explosion business.

Prior to joining PREMIER Oilfield Equipment, Weber led Jack Doheny Companies to 18 consecutive years. During his tenure, he managed 23 wholly owned service centers, seven dealership locations and a rental fleet of 750 vacuum trucks.

To learn more about KAISER Premier and its parent company KAISER AG, visit [www.kaiserpremier.com](http://www.kaiserpremier.com) and [www.kaiser.li](http://www.kaiser.li). In addition to KAISER Premier’s Colorado location, KAISER AG has facilities in Liechtenstein, Italy, Finland, Slovakia and Austria.

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

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

## FEBRUARY

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

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

### Feb. 10-12 NYCOM Winter Legislative Meeting

Hilton Albany, Albany, N.Y.  
[nycom.org/meetings-training/conferences.html](http://nycom.org/meetings-training/conferences.html)

### 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.  
[emstoday.com/index.html](http://emstoday.com/index.html)

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

Little America, Wyo.  
[wyomuni.org/events/](http://wyomuni.org/events/)

### Feb. 20-23 WWETT 19

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

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

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

## MARCH

### March 4-6 MSTPA Annual Spring Conference

Hilton Lexington Downtown, Lexington, Ky.  
[mstpa.org/annual-conference](http://mstpa.org/annual-conference)

### March 4-8 International Wireless Communications Expo

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

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

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

### March 10-13 NLC Congressional City Conference

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

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

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

### March 17-21 NASTT's No-Dig Show

Chicago, Ill.  
[nodigshow.com](http://nodigshow.com)

### March 18-21 TMC Annual 2019

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

### March 19-20 Michigan Municipal League's Capital Conference and Annual Expo

Lansing Center, Lansing, Mich.  
[blogs.mml.org/wp/cc/](http://blogs.mml.org/wp/cc/)

### March 20-22 Florida Association of Governmental Fleet Administrators' Spring Event

Shores Resort and Spa, Daytona Beach Shores, Fla.  
[flagfa.org/future\\_dates.php](http://flagfa.org/future_dates.php)

### March 23-29 Wildland Urban Interface 2019

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

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

Louisville, Ky.  
[truckingshow.com](http://truckingshow.com)

## APRIL

### April 2-4 New England Parking Council Annual Conference and Trade Show

Hartford, Conn.  
[newenglandparkingcouncil.org/events](http://newenglandparkingcouncil.org/events)

### April 7-9 Fire Department Training Network Live-Fire Training Camp

Indianapolis, Ind.  
[fdtraining.com/training/courses](http://fdtraining.com/training/courses)

### April 8-13 FDIC International 2019

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

### April 15-17 NAFA Institute and Expo

Louisville, Ky.  
[nafainstitute.org](http://nafainstitute.org)

### April 23-26 Advanced Clean Transportation Expo

Long Beach Convention Center, Long Beach, Calif.  
[actexpo.com](http://actexpo.com)

## APRIL

### April 24-25 National Fire and Emergency Services Symposium and Dinner

Washington, D.C.  
[cfsi.org/2019-dinner/](http://cfsi.org/2019-dinner/)

### April 24-26 Navigator 2019

National Harbor, Md.  
[navigator.emergencydispatch.org/](http://navigator.emergencydispatch.org/)

### April 24-26 2019 Parking Association of Georgia Conference

Marriott Evergreen Resort and Convention Center, Stone Mountain, Ga.  
[parkingassociationofgeorgia.com](http://parkingassociationofgeorgia.com)

## MAY

### May 2-4 Association of Fire Districts of the State of New York Annual Meeting and Conference

Albany Marriott, Albany, N.Y.  
[afdsny.org/annual\\_meeting\\_and\\_conference.php](http://afdsny.org/annual_meeting_and_conference.php)

### May 4-7 Alabama League of Municipalities Annual Convention

Arthur R. Outlaw Convention Center, Mobile, Ala.  
[alalm.org/annual-convention.html](http://alalm.org/annual-convention.html)

### May 5-7 NYCOM Annual Meeting and Training School

Otesaga Hotel, Cooperstown, N.Y.  
[nycom.org/meetings-training/conferences.html](http://nycom.org/meetings-training/conferences.html)

### May 6-9 WasteExpo

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

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### 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!*



**\$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



**\$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



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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.

## Snow and ice handling contracts take the fright out of winter

**STAPLES, MINN.** — The weather may be frightful, but municipalities can take the winter season head on with the help of 18 new contracts awarded in the Snow and Ice Handling Equipment category at Sourcewell.

Sourcewell, a national cooperative purchasing organization, awarded the contracts following a nationwide, competitive solicitation process. These contracts offer an impressive array of equipment and solutions for snow and ice removal, including snowplows, salt spreaders, chains, blades and more.

“Sourcewell was very pleased with the quality of manufacturers that responded to our (requests for proposals),” noted Sourcewell Contract Administrator Clinton Strother. “It was very competitive with 30-plus quality companies. We truly feel the awarded contracts can meet the needs of members in the snow and ice category.”

Purchasers from public entities save time and money by streamlining the procurement process with cooperative purchasing.

Effective Oct. 29, 2018, these contracts are available to all Sourcewell members throughout the United States and Canada.

### VendorContractEquipment/Supplies

- **Henke Manufacturing 080818-HEN**  
Full range of plows, spreaders, pushers, graders.
- **Epoke North America 080818-EPK**  
Salt, liquid, towed, and bulk spreaders.
- **Kueper North America 080818-KUE**  
Snowplow cutting edges, full range of equipment blades.
- **RPM Tech 080818-RPM**  
Heavy equipment for maintenance of roads, railways, subways, and airports.
- **Little Falls Machine 080818-LFM**  
Variety of plows, snow wings, spreaders, and scrapers.
- **J.A. Larue Inc. 080818-JAL**  
Loader mounted, self-propelled, and airport snowblowers.

- **Evolution Edges 080818-EVE**  
Variety of cutting edges, chains, and blades.
- **Everest Equipment 080818-EEQ**  
Snow and ice control products, snowplows, and dump bodies.
- **Bonnell Ind. 080818-BNL**  
Plows, scrapers, wings, pre-wet systems, parts and accessories.
- **Horst Welding 080818-HOR**  
Buckets, blades, salt and sand spreaders, plows.
- **Fair Mfg. 080818-FAM**  
Airport and runway snow removal equipment, dump body inserts, variety of snowblowers.
- **Wausau Equipment 080818-WAS**  
Chassis, front-mounted and towed brooms, de-icing equipment, cold air blower.
- **Viking Cives Group 080818-VCM**  
Turnkey trucks, pro-line bodies, repair parts, variety of plows.
- **Buyers Products Co. 080818-BPC**  
SnowDogg® and SaltDogg® equipment and systems, SAM snow plow aftermarket parts.
- **Swenson Spreader 080818-SWS**  
Variety of spreaders, winter maintenance solutions, pre-wet systems.
- **Douglas Dynamics 080818-DDY**  
Fisher Engineering: Skid-Steer snowplows, UTV snow plows, and spreaders; Western Products: Spreader pre-wet systems, expandable wing plows; SnowEx: Stainless steel hopper spreaders, V-plows, liquid spray systems.
- **J&J Truck Bodies 080818-JJT**  
Tankers, Bobtail, and Pressure Vacuum, flatbeds, tractors, utility and crane trucks.
- **Henderson Products 080818-HPI**  
Ice control production equipment, snow and ice control application, maintenance equipment. **M**

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# Best places to live in America

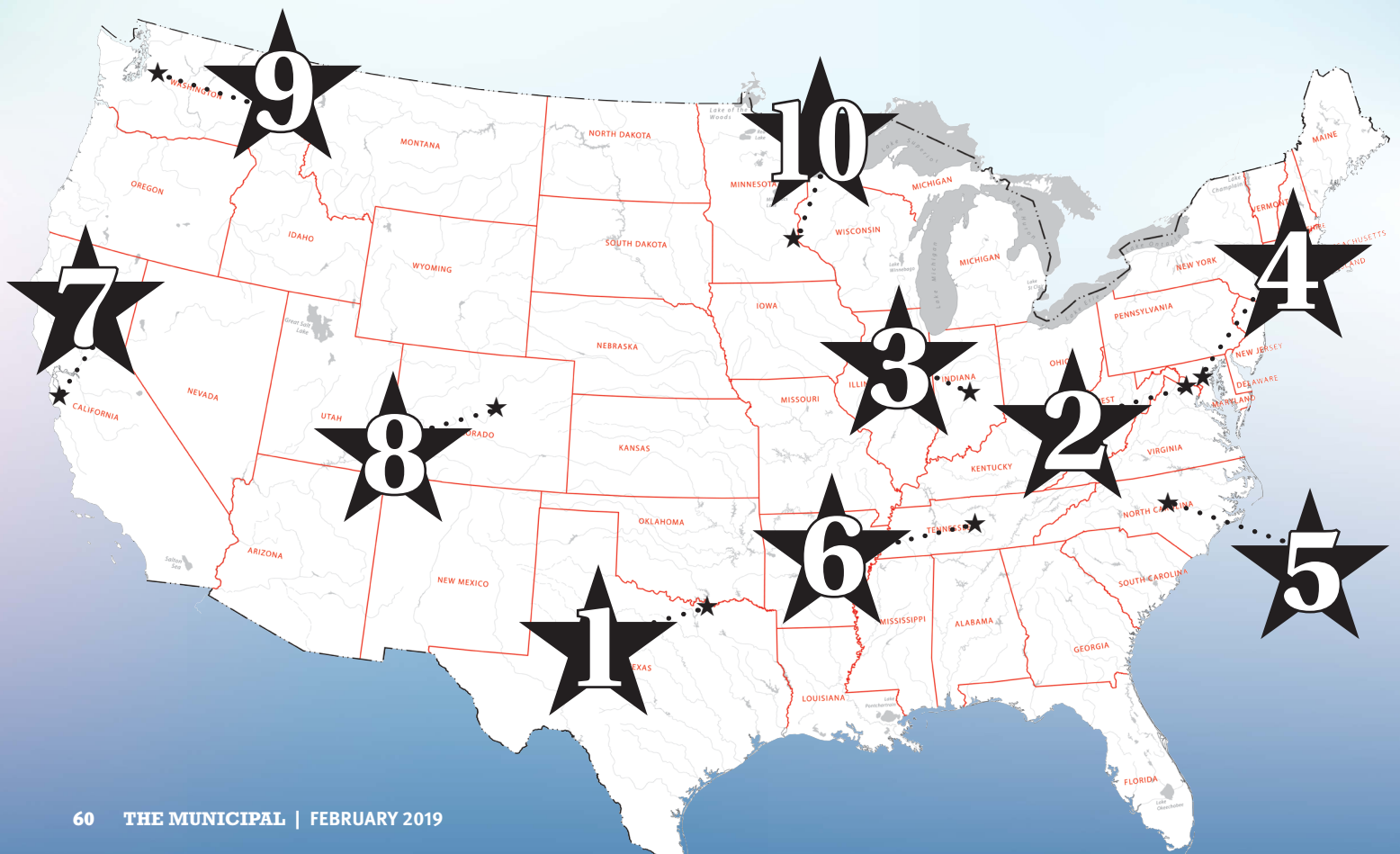
In September, MONEY offered up its “Best Places to Live” ranking. For the list, the publication looked at places with populations of 50,000 or greater, eliminating any place that had more than double the national crime risk, less than 85 percent of its state’s median household income or a lack of ethnic diversity.

MONEY writer Shaina Mishkin notes, “We then collected more than 135,000 different data points to narrow the list. We considered data on each place’s economic health, cost of living, diversity, public education, income, crime, ease of living and amenities,

all provided by research partner Witlytic. MONEY teamed up with realtor.com to leverage its knowledge of housing markets throughout the country. We put the greatest weight on economic health, public school performance and local amenities; housing, cost of living and diversity were also critical components.”

The top 10 cities on the list are below. For a full explanation of MONEY’s methodology, visit <http://time.com/money/5387468/best-places-to-live-2018-methodology/>.

1. Frisco, Texas
2. Ashburn, Va.
3. Carmel, Ind.
4. Ellicott City, Md.
5. Cary, N.C.
6. Franklin, Tenn.
7. Dublin, Calif.
8. Highland Ranch, Colo.
9. Sammamish, Wash.
10. Woodbury, Minn.



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