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The Premier Magazine For America's Municipalities

April 2019

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INSIDE:

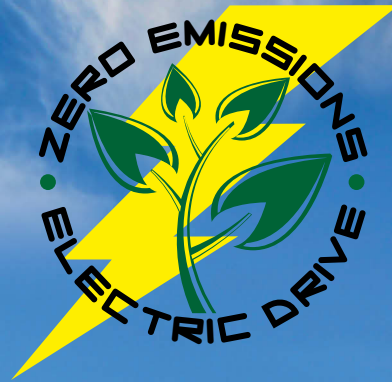
Building codes contribute to community resilience and economic growth

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**18**

17 Focus on Public Safety

Shutterstock photo**22**

18 Focus On Public Safety: California wildfires bring new fire behavior and fire safety issues to light

36 Streets, Highways & Bridges: Helping streets make the grade

22 Focus On Public Safety: Putting the boot on the other foot

38 Waste & Recycling: South Davis Sewer District captures energy from food waste

24 Focus On Public Safety: Out of the box thinking for police recruitment

40 Operations & Maintenance: More women step into leadership roles within city government

**38**

28 Focus On Public Safety: Battle of the Badges fights the good fight

42 Fleet Service & Management: Municipal fleets show variety

30 Focus On Public Safety: Beyond run, hide, fight: The next steps in preparedness

46 Parks & Environmental Services: Conway's riverwalk celebrates community's rich history

**46**

ON THE COVER

Mitigation efforts, such as building code adoption and enforcement, are the strongest strategies jurisdictions can take to protect a community against the effects of natural disasters. Learn how building codes can save billions of dollars when faced with natural disasters on page 10.



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Departments



Cliff Dwellings, Manitou Springs, Colo.

- 8** **Editor's Note:** *Finding the public safety personnel of the future*
- 10** **From the Cover:** *Building codes contribute to more resilient communities and economic growth*
- 12** **Unique Claims to Fame:** *Cliff Dwellings, Manitou Springs, Colo.*
- 14** **City Seals:** *Boynton, Va.*
- 34** **Personality Profile:** *Where's the fire? Meet Wilton, N.H., Fire Chief Jim Cutler*
- 48** **Conference Calendar**
- 49** **Product Spotlights**
- 50** **Company Profile:** *Alabama county workers clear roads more quickly with cooperative purchasing*
- 52** **Classified Ads**
- 54** **News & Notes**
- 56** **Guest Column:** *The horrific high of heroin*
- 60** **Top 10:** *Safest cities in America*
- 61** **Advertiser Index**

Meet The Feature Writers



Nicholette Carlson began her writing journey in the fourth grade. After graduating from Butler University with a bachelor's degree in English-writing and a minor in psychology, she traversed the long road that would eventually lead to her current writing career. This experience allows her to discover firsthand the ways

in which municipalities are improving and helping their residents while also understanding the many responsibilities and angles of city management.

Carlson enjoys spending time outdoors in the warmer months with her husband, three children, four dogs, cat and a mini farm of chickens, ducks and turkeys.



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Finding the public safety personnel of the future



Sarah Wright | Editor

NOT EVERYONE CAN RUSH INTO A burning building or confront armed robbers. It takes a special sort of person to enter the public safety arena. Finding those people is proving to be a challenge for departments of all different sizes in numerous jurisdictions. While pay and benefits are often good, the hazards of public safety careers can lead potential applicants to pursue other fields instead.

However, when the hunt for solid candidates gets tough, departments are getting creative, turning to different avenues that include social media. From dressing up in Chewbacca costumes to highlighting their cities' many pluses—including natural assets like warm weather and beaches—departments are definitely testing the waters of what works to attract candidates and particularly younger

generations into the public safety sector. If they are already familiar with the community, that is even better.

In March, Topeka, Kan.'s, police department unveiled that next school year it would be starting a program for juniors and seniors at the Topeka Center for Advanced Learning and Careers, which will introduce them to law enforcement and be taught by a Topeka police officer. Students will be able to visit courthouses and prisons while exploring local law enforcement departments. Police Chief Bill Cochran told KSNT, "How do we build a pool of qualified applicants within the city of Topeka from the city of Topeka, who grew up in the city of Topeka and so we got to start with our youth."

Capturing recruits with local knowledge is something that Rapid City, S.D., finds important as well. Writer Denise Fedorow spoke with the department's assistant chief about its Akicita Mentorship Program, which isn't only looking to find local candidates but candidates from the city's Native American populace. While targeted toward Native Americans, students from all backgrounds are welcome to participate in the program. Rapid City is located in an area with historical trauma so the program also aims to further transparency and build trust.

This struggle to find people interested in a career in public safety carries over to fire departments, particularly volunteer ones. Fire Chief Jim Cutler with the Wilton, N.H., Fire Department shares his challenge finding volunteers in this month's personality profile while also highlighting how rewarding he has found his career as a volunteer firefighter.

We have a variety of public safety themed articles in this issue from lessons being learned at the United States Forest Services' Montana Fire Sciences Lab and how West Jordan, Utah, is using Fire Ops 101 to clearly show fire department needs to Falls Church, Va.'s, proactive, community-centered active shooter preparedness program, which it wanted to share with The Municipal's readers.

If your community has a program it'd like to share—whether public safety, public works, parks, etc.—never hesitate to reach out to us. We'd like to hear about it. **M**

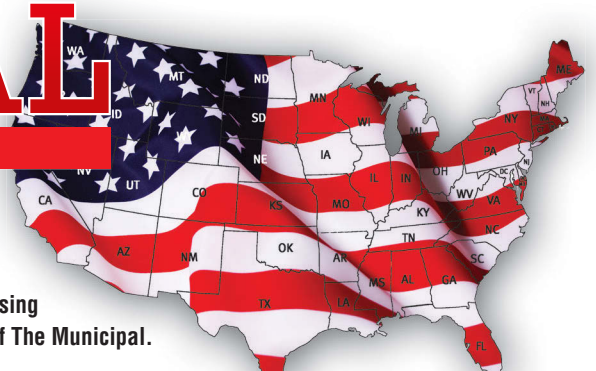


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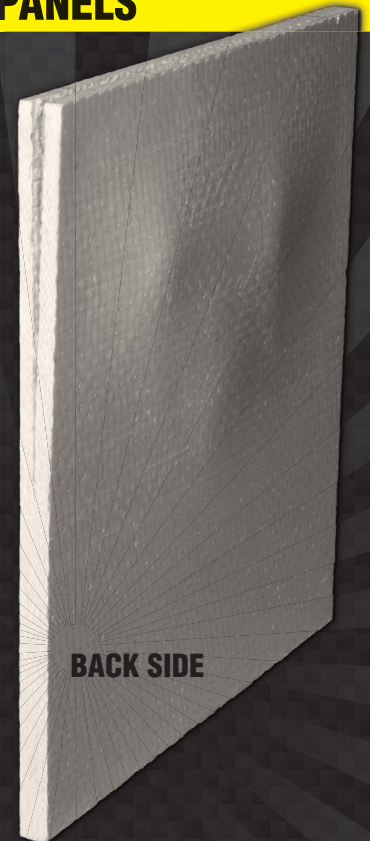
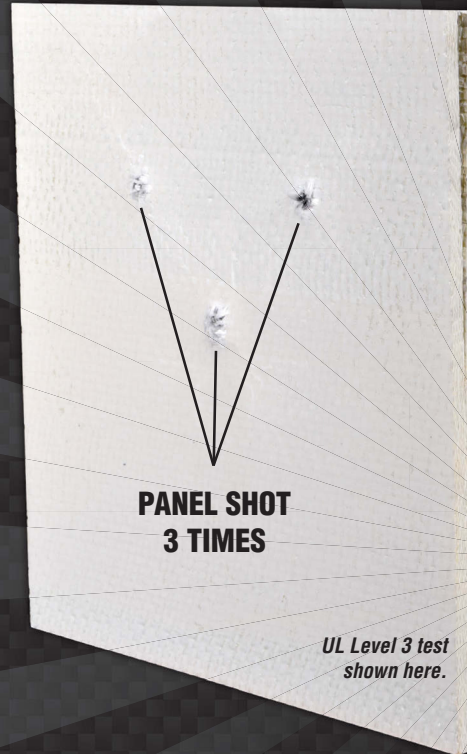
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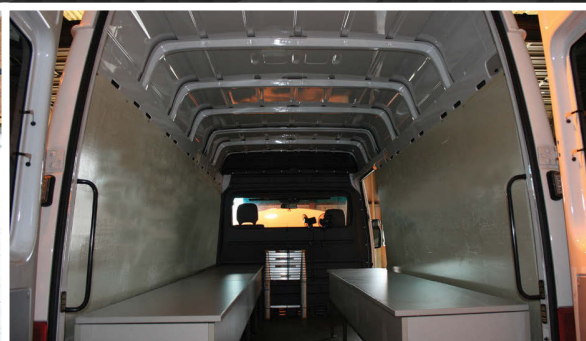
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1.50 ²	UL Level 5	7.62mm (.308 Caliber)	15.30
.50	UL Level 6	9mm Luger	5.10
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Building codes contribute to more resilient communities and economic growth

Article provided by the International Code Council

WARNINGS FOR HURRICANE MICHAEL OFFICIALLY began about three days before it made landfall on the United States in Mexico Beach, Fla., on Oct. 10, 2018. Emergency announcements by the President of the United States and then-Gov. Rick Scott declared a state of emergency across Florida. Local officials enforced mandatory evacuation orders for those living near the coast, schools cancelled classes and businesses gave workers time off. These precautions helped save lives and gave some citizens enough notice to stock up on food, secure their homes — or evacuate if needed.

While the damage from the hurricane was extensive, with insurance losses estimated at \$2.6 billion, there were some structures that made it through the storm relatively unscathed. Why did some structures withstand the winds and others did not? The surviving structures were built in adherence to the most current building codes.

Long before tropical storms pop up on the radar and evacuation warnings are first issued, disaster preparations begin with building codes — and specifically the process of ensuring that a community's building codes are updated and enforced.

According to the International Code Council, the leading developer of model building codes, mitigation efforts such as building code adoption and enforcement are the strongest strategies jurisdictions can take to protect a community against the effects of natural disasters.

Adopting current codes saves money

States and local jurisdictions are responsible for adopting buildings codes, and most use the Code Council's International codes — or I-Codes — to develop their own regulations. This causes differences in the level of codes required and enforced throughout various areas. An incentive for jurisdictions to adopt and enforce the most current codes is the fact buildings constructed to the latest codes are more likely to avoid the damage and destruction during natural disasters.

Using the most up-to-date codes saves lives and makes communities more resilient. Adhering to updated building codes is a significantly more cost-effective method of natural disaster mitigation than rebuilding in the wake of a hurricane. In 2002, the statewide adoption of Florida Building Code resulted in a 72 percent reduction in windstorm damage over the first 10 years. A 2014 Federal Emergency Management Agency analysis shows that for every \$1 that Florida invested in updating its building codes, it saved \$6 in windstorm damage recovery.

And that's just in Florida. According to the National Institute of Building Sciences, jurisdictions throughout the country that adopt the latest model building codes can expect a benefit of \$11 for every \$1 invested. This accounts for hurricane, earthquake, flood and wind damage mitigation. Additionally, there is \$4 to \$1 wildfire mitigation benefit from adopting the latest updated building codes. These savings represent construction and repair costs, medical bills, insurance

premiums, business interruptions and a host of other expenses that are the norm following a disaster.

Several weeks after Hurricane Michael swept through Florida and Georgia, on Nov. 30, a 7.0 magnitude earthquake occurred just outside Anchorage, Alaska. Although this was one of Alaska's strongest earthquakes, news stories reported the quake merely "broke store windows, knocked items off shelves ... disrupted electrical service and disabled traffic lights." No one was killed, buildings remained standing and the rare injury was relatively minor. By comparison, the 6.7 magnitude Northridge Earthquake of 1994 killed more than 50 people in California.

Anchorage's resilience directly correlates with Alaska's emphasis on updated building codes. In 1964, the state was hit with a 9.2 magnitude earthquake, the second largest in recorded world history, and subsequently made it a priority to update buildings to the most recent seismic standards. Geological scientists were quick to note that the November earthquake would have been much worse with out-of-date building codes. As Alaska Gov. Bill Walker succinctly put it, "Building codes mean something."

Code enforcement provides job opportunities

Updating building codes pays for itself and contributes to local economies by creating good-paying jobs. Some of its most important components to the code process, from development to enforcement, are the people behind the procedures that do the increasingly important work of ensuring that our communities are safe.

Over the next 15 years, however, the building industry is projected to lose 80 percent of its existing skilled workforce as the population ages. The challenge will be to train a new group of professionals. The difficult part comes first: increasing awareness and making sure young people understand the role that code officials play, from plan examiners to building inspectors and administrators. Then there's the part that sells itself: these jobs are reliable, available throughout the country, have median salaries ranging from \$51,000 to \$75,000 and serve a vital function in our society.

The Code Council has made a concerted effort to highlight the value of these jobs to military families, along with high school, college and vocational students. Just as updated building codes provide economic benefits in terms of safety and disaster mitigation, they also offer career opportunities for communities with returning military veterans and recent college graduates alike.

What's next

Calls from lawmakers for increased investment in our nation's infrastructure are some of the initial preventative steps of disaster mitigation. Adopting the latest building codes makes communities safer and more resilient while creating jobs and boosting local economies. An infrastructure bill requiring adherence to the latest updated building codes is the smart, cost-effective way to save lives and help communities around the country be prepared for when disaster strikes. **M**

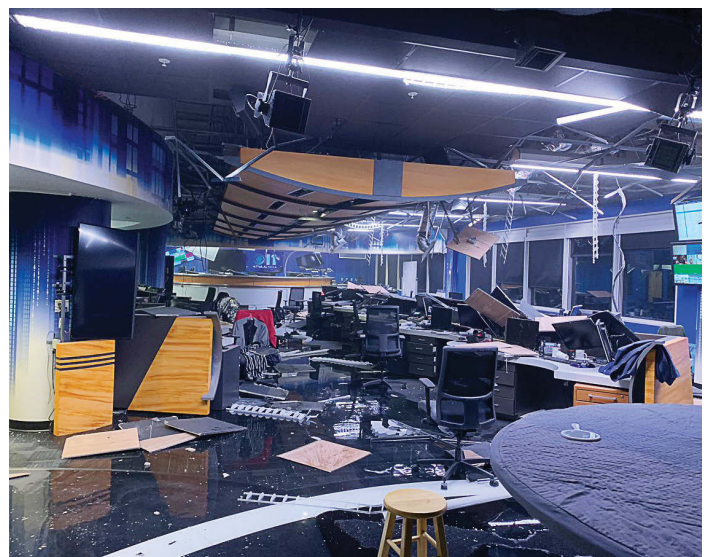
To learn more, email communications@iccsafe.org.



In November 2018, a 7.0 magnitude earthquake hit Anchorage, Alaska. Although items fell off shelves at this local grocery store, the building sustained minimal structural damage. (Photo provided)



Sergeant First Class Michael Reese now works as a code services officer in Manhattan, Kan. He retired from the Army in 2016 after 20 years of service. (Photo provided)



Earthquake damage to KTVA's newsroom in Anchorage resulted in zero deaths and minimal structural damage. (Photo provided)

Cliff Dwellings Manitou Springs, Colo.

The three-story pueblo building was used as a Native American home until 1984 and now houses the museum and gift shop.

By RAY BALOGH | The Municipal

All photos courtesy of the Manitou Springs Cliff Dwellings Museum

Dismantling an entire village piece by piece and relocating it more than 300 miles away is no easy task—especially by oxcart, railroad and horse and wagon.

Yet Virginia McClurg, a local resident of the Manitou Springs, Colo., area, did just that.

She was enamored of the historic millennia-old cliff dwellings of the Anasazi people, who inhabited the Southwest from 1200 B.C. to A.D. 1300.

By 1904, the year McClurg launched her three-year labor of love, the brick structures, which stretched along the McElmo Canyon in the southwest corner of Colorado, had devolved into ruins and were regularly falling victim to vandals, looters and relic hunters. Congress had not yet passed the 1906 Antiquities Act and was uninvolved in protecting such historic sites.

McClurg, determined to preserve the ruins, formed the Colorado Cliff Dwellers Association and hired William Crosby's Manitou Cliff Dwellings Ruins Company to begin the relocation.

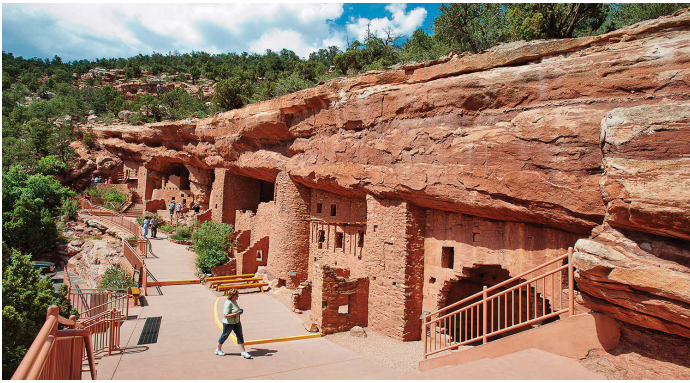
The company spent several months mapping out and drafting blueprints of the various adobe and clay dwellings and acquired the rights to move them to a compatibly shaped cliff face in Phantom Canyon, renamed Cliff Canyon, in Manitou Springs.



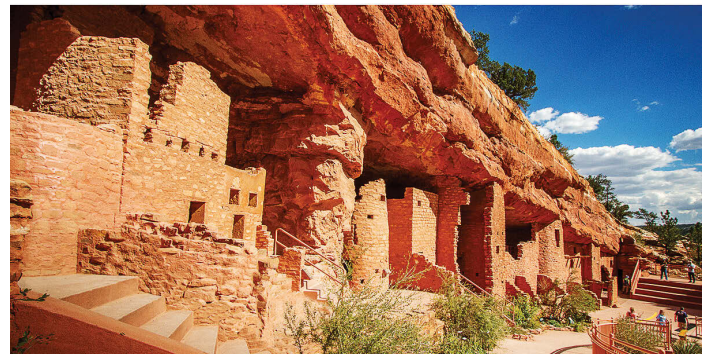
The modern entrance beckons 175,000 visitors a year to the millennia-old cliff dwellings.

The dwellings were deconstructed brick by brick and each piece was labeled, numbered and carefully packaged for transport. The bricks were reassembled at the new location, with the crew replacing the mud and clay mortar with concrete mortar to ensure the structure's stability. Well-known anthropologist Dr. Edgar Lee Hewett lent his expertise to the project.

The 40-room cliffside village was opened in 1907 to members of the public, who were—and still are—encouraged to walk through the rooms and touch the structure, clay ovens, pottery, tools, weapons and other Anasazi artifacts preserved onsite, in accordance with the site's "Please Touch" policy.



A walkway and handrailings were installed to provide safe exploration of the cliff dwellings. The rooms themselves are not wheelchair-accessible, but wheelchair-bound visitors are admitted free to the site.



The 40-room Anasazi cliff dwellings were moved brick by brick more than 300 miles to Manitou Springs and opened to the public in 1907.

Visitors can explore the ruins during self-guided tours, learning about the Anasazi culture, religious worship, diet and recreational activities.

The tourist complex includes a three-story pueblo building housing a museum and gift shop, a snack bar and picnic area and a scenic nature walk with labeled native flowers, herbs, trees and other vegetation.

Among its exhibits, the Anasazi Museum displays dioramas of the tribe's daily life; the gift shop features handcrafted Native American jewelry, art, pottery and crafts, as well as educational books and videos.

The pueblo building reflects the architecture of the Taos Pueblo Indians of New Mexico, descendants of the Anasazi cliff dwellers. The building served as home to a Native American family of dancers until 1984.

Visitors can also spend time with the sociable rescued and adopted timber wolves — including males Kiowa, Ghost and Spirit and female Apache — residing in the enclosed wolf area on the premises.

The Manitou Cliff Dwellings are open year-round, weather permitting, seven days a week from March through November. The site is open 9 a.m. to 6 p.m. May through August; 9 a.m. to 5 p.m. March, April, September and October; and 9 a.m. to 4 p.m. during November.

The complex operates winter hours from December through February, when it is open 10 a.m. to 4 p.m. Friday through Monday.

Manitou Springs, population 5,322, is nestled near the base of Pikes Peak and is considered Colorado's first resort destination.

The surrounding springs emanate from an underground system of cavernous aquifers. The running water creates carbonic acid as it erodes the surrounding limestone, causing a carbonated percolation, which absorbs sodium bicarbonate and other healthful minerals before the water bubbles to the surface.

Native Americans interpreted the water's effervescence as the breath of the Great Spirit and revered the area as sacred ground. The soda water helped alleviate sour stomachs and dry skin, and Utes, Cheyenne, Arapahoe and other tribes peacefully shared in its benefits.

Zebulon Pike overlooked the springs, but botanist Dr. Edwin James, the first American to conquer the peak, discovered them. Other explorers soon came to investigate the phenomenon. Among their



The museum at the complex contains exhibits displaying the life of the Pueblo tribes in the area.

number was Daniel Boone's grandson and his two sons, John C. Fremont and a large number of tuberculosis sufferers seeking a cure.

English military officer George Frederick Ruxton wrote extensively about the springs' benefits in his book, "Life in the Far West," published in 1846.

The book influenced entrepreneurs to build a railroad spur to the area and establish a European-style health resort to take advantage of the medicinal value of the springs.

By the 1890s the resort town boasted seven grand hotels, several boarding houses and summer rental cottages to accommodate the thousands of yearly seasonal visitors, including such notables as P. T. Barnum, Thomas Edison and Jerome Wheeler, president of Macy's Department Store.

The advent of automobile travel prompted Manitou Springs to construct autocourt motels, automobile tours and other attractions such as dance pavilions and high-class restaurants.

After a period of stagnation, the city reinvented itself, forming the Mineral Springs Foundation in 1987 and renewing interest in the springs as a tourist attraction. **M**

For more information, call (719) 685-5242 or (800) 354-9971 or visit www.cliffdwellingsmuseum.com or www.manitousprings.org.



Boydton, Va.

Boydton, Va., waited almost two centuries to get a city seal. It came as a pen and ink sketch by octogenarian Ruth Crowder, a dedicated town denizen who had earlier drawn up the seal for Mecklenburg County, for which the town of slightly more than 400 residents serves as county seat.

Crowder, now 93, said she was “more or less self-taught” as an artist and spent many years producing pictures of several of the town’s historic buildings and painting portraits, mainly of children.

For Boydton’s seal, she chose to feature and label three buildings in town that “were very dear to me.” She drew the columned face of the “perfectly beautiful” county courthouse, which she said was “very much like the state capitol building in Richmond.”

Also included is a brick building from Randolph-Macon College, a Methodist seminary converted into a military cadet training academy during the American Civil War. “The college had to be moved, but at one time we were a college town,” said Crowder.

Rounding out the architectural images is a depiction harkening to the religious heritage of the town: the Presbyterian Meeting House, Boydton’s oldest church, built in 1820.

In the 19th century, the town was the terminus of the Boydton and Petersburg Plank Road, an 80-mile thoroughfare covered with wooden planks.

In 1790 the town’s founder, Alexander Boyd, a Scottish immigrant merchant, operated Boyd’s Tavern, the settlement’s structural centerpiece. He designed, platted, founded and self-named the town in 1812, naming many of the streets after heroes of the War of 1812. Boydton was incorporated in 1834 and became the county seat shortly thereafter.

The small, one-story building was the center for dining and lodging for the college’s students, faculty and their families and the local horse-racing crowd attracted by the area’s national reputation as an early horse-breeding region.

The tavern’s history is marked by change and adaptation. In 1816 the building was expanded and its appearance was changed after the Civil War. Further exterior alterations were made in the early 20th century and the building served as a hotel and boarding house before being converted to apartments in 1922.

In 1976 the Boyd Tavern was placed on the state and national registers of historical places and was recently restored and opened to the public for tours.

A current tavern in town originally served as the office for the stagecoach line to Petersburg.

For more information, visit www.boydton.org. ■



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22 degrees below zero

Village of Cameron, Wis., Fire Chief Mitch Hansen went viral in January after a photo of him circulated online. His mustache, beard and outerwear were coated in ice after battling a house fire in 22 degrees below zero with a wind chill of about 50 below.

www.marshfieldnews herald.com/story/news/2019/01/31/wisconsin-fire-chief-photo-goes-viral-shows-ice-coating/2733816002/

541

The units of life-saving blood that were raised through a little competition between the Plano Police Department and Plano Fire-Rescue. Last year, the police department was the winner. Numerous agencies participate in a variety of Battle of the Badges competitions, greatly benefitting their communities.



Read more on page 28.

12-20 percent

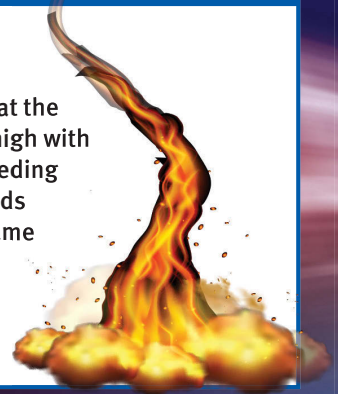
Native Americans make up this percentage of Rapid City, S.D.'s, population. The Rapid City Police Department, Western Dakota Technical Institute and other agencies are working toward increasing the number of Native Americans in law enforcement.



Read about the Akicita Mentorship Program on page 24.

2,700 degrees Fahrenheit

Near Redding, Calif., the 2018 Carr Fire produced a fire tornado, which was 1,000 feet in diameter at the base, approximately 40,000 feet high with peak gas temperatures likely exceeding 2,700 degrees Fahrenheit and winds between 136 and 165 mph, the same as an EF-3 scale tornado.



Learn more about the United States Forest Service's Fire Sciences Laboratory's research into wildfires on page 18.

3 million

The number of views the Fort Worth, Texas, Police Department has gained on a recruiting video that features a Chewbacca lookalike. The department believes the video has helped recruit as many as 50 officers.



www.stltoday.com/news/local/crime-and-courts/a-viral-chewbacca-video-and-more-tattoos-police-departments-are/article_e23d4202-e0d0-5add-9d89-1a8484ea39c3.html

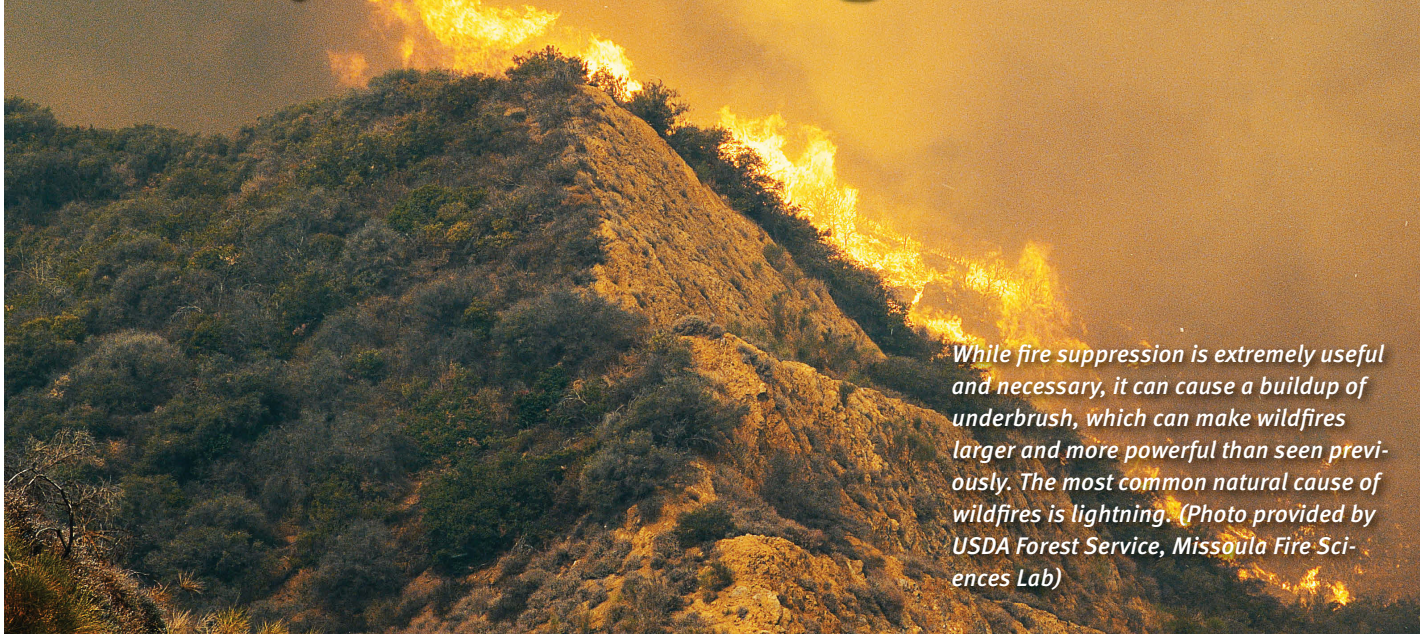
600

Falls Church, Va., has taught over 600 participants — including teachers, members of houses of worship and all its city employees — in its "The First 12 Minutes" program, which is an innovative community active shooter preparedness program.



Falls Church, Va., shares its program with The Municipal on page 30.

California wildfires bring new fire behavior and fire safety issues to light



While fire suppression is extremely useful and necessary, it can cause a buildup of underbrush, which can make wildfires larger and more powerful than seen previously. The most common natural cause of wildfires is lightning. (Photo provided by USDA Forest Service, Missoula Fire Sciences Lab)

By **NICHOLETTE CARLSON** | The Municipal

The United States Forest Service’s Fire Sciences Laboratory in Missoula, Mont., has been providing the forest service with research and development since 1960. As the only federal research lab focused on wildfires, its research directly aids in the management of wildfires not just in the Rocky Mountains region, but across the U.S. and even internationally.

Fire Lab studies

With approximately 65 year-round employees and between 10 to 15 research scientists, the Fire Lab studies the science of wildfire ignition, behavior and spread. Greg Dillon, acting deputy program manager, described the variety of components that goes into wildfire studies such as those who study fire ecology or “the dynamics of fuels in those environments.” Chemists and atmospheric scientists focus on how wind flow affects a

wildfire. The lab uses a burn chamber and a wind tunnel in order to study these aspects.

In response to the smokejumpers in the fatal 1949 wildfire, both fire research and fire suppression became a priority. “Wildfires and wildfires with extreme behavior have always been a part of western landscapes,” he commented. In the past, smaller wildfires would burn more often. Dillon explained that a consequence of continued fire suppression to reduce the number of wildfires is, when a wildfire starts, there is more underbrush,



The U.S. Forest Service’s Fire Sciences Lab in Missoula, Mont., has a variety of ways with which the employees and research scientists can study wildfires. In the lab, they are able to create a fire whirl, which is commonly seen during wildfires. A fire tornado seen by multiple individuals, on the other hand, is very rare. (Photo provided by USDA Forest Service, Missoula Fire Sciences Lab)



LEFT: Wesley Page, forestry technician, and Steve Baker, chemist, conduct research on smoldering fires. They are measuring the temperature at specific depths and consumption while collecting emissions samples of smoldering duff after a prescribed fire has burned through a small experimental plot in central Washington. The silver box is a portable chamber that fills with smoke for one minute and allows them to calculate the rate of carbon emission per unit area and to characterize the gases collected in the blue bottle. It is part of a Strategic Environmental Research and Development Program-funded study of smoldering combustion. (Photo by Matt Ellis)



ABOVE: The Fire Lab is the only federal research lab dedicated to focusing its research on wildfires. The burn chamber assists those studying wildfires to see different ways that the wind can affect a fire's route. (Photo provided by USDA Forest Service, Missoula Fire Sciences Lab)

which creates an increased fuel source. He continued, "All it takes is the right weather conditions and one ignition."

Dillon remarked, "Lightning is the most common natural cause for wildfire." While ecosystems are traditionally adapted to wildfires, even they are now being affected. "Increased amounts of fuels burn so hot that it can remove the seed source, which would normally naturally repopulate the area," he revealed. As the human population grows and begins moving into the woods and forest, the effects of wildfires are becoming more of a concern. Previously a fire would have simply burned through an uninhabited area, but today it is burning down homes and buildings.

Affects on a community

Part of the Fire Lab's research focuses on the hazards and risks wildfires pose on communities. Due to close proximity to burnable fuels and vegetation, towns are suffering the loss of items and buildings. However, it is something that those living in western communities must learn to live with.

The Community Planning Assistance for Wildfire group can use its expertise to help towns create a defensible space and understand risks and trends. CPAW helps to prioritize mitigation efforts, such as fire resistant construction, codes and regulations. "The idea is we're

all in this together," Dillon emphasized. "People come together and realize it's a community problem."

Homeowners can help protect themselves by creating their own defensible space around a home ignition zone. This includes cleaning the gutters, roof and yard, removing flammable vegetation around the home and keeping tree branches trimmed back at least 10 feet. "Remove as much of a threat as possible from homes and structures so they don't have direct flame contact," he stated. This should all be done within Zone 1, or within the first 30 feet from a home.

Zone 2 involves the space 100 feet from any structures. Keeping grass mowed to a maximum height of 4 inches and practicing both vertical and horizontal spacing are both key. When it comes to horizontal spacing, a minimum of 2 feet between shrubs and 10 feet between trees is necessary depending on the slope. The steeper the slope, the more horizontal space is needed. Vertical spacing between grass, shrubs and trees should include a minimum clearance of 6 feet between the lowest tree branch and the ground or top of a shrub in close proximity.

Installing a metal roof, for instance, can help protect the structure from ember showers. Certain fire-resistant landscaping plants can be ideal since they are also drought resistant. Some of these plants include aloe, rockrose, hedging roses, bush honeysuckle, sumac, red monkey flower, California fuchsia, California lilac, California red bud and coreopsis. Maple, poplar and cherry trees are also suggested over pine or fir trees.

Utilizing these methods, "wildfires will exist, but it's not going to result in tragic outcomes," Dillon said.

2018 California wildfires

Last year's wildfires have been compared with the 2001 Christmas wildfire tragedy in Australia since California has vegetation and a changing climate similar to Mediterranean countries. Dillon also mentioned a surreal and eerie similarity between the 1910 Rocky Mountain Fires, which wiped out entire "towns" that had been built up, and the 2018 Camp Fire, which destroyed a large proportion of Paradise, Calif. The Camp Fire is considered the deadliest and most destructive California wildfire to date.

Recently the Fire Lab has studied some of the most devastating wildfires that burned throughout California in 2018. Jason Forthofer, a mechanical engineer with the Fire Lab, particularly studied the atmospheric factors that led to a fire tornado during the Carr Fire near Redding, Calif. ▶

Starting on July 23, 2018, a 54 degree difference was observed between the coast and Sacramento Valley. The wildfire was driven by a combination of fuel sources and wind. Fire whirls between 2 and 10 feet are considered fairly common occurrences. Even larger fire tornadoes happen each year, though typically in remote locations; however, there are documented cases of fire tornadoes in both 1949 and 2008. "It is fairly rare to have fire tornadoes with multiple firefighters seeing it and essentially burning in a city," Dillon explained.

Major fire runs occurred with the Carr Fire moving at 25 mph. Near Redding, the wildfire experienced the right conditions to create a powerful fire tornado, which was 1,000 feet in diameter at the base, approximately 40,000 feet high with peak gas temperatures likely exceeding 2,700 degrees Fahrenheit and winds between 136 and 165 mph, the same as an EF-3 scale tornado. In order for



Jason Forthofer, mechanical engineer, stands in an area burned by the Carr Fire, one of the devastating California wildfires in 2018. (Photo provided by Bret Butler, U.S. Forest Service)

a fire tornado to erupt, there must be high-energy release rates, sources of rotating air that were likely caused by the hydraulic jump phenomenon and low to moderate general winds.

Fire tornadoes are so worrisome because they retain energy, are highly unpredictable and can move independently of the wildfire.

As wildfires in urban areas become more prevalent, the work of the Fire Lab is becoming increasingly important. **M**

Media Spotlight

- **PBS "News Hour"** <https://www.youtube.com/watch?v=fR84GYTAfq8>
<https://www.pbs.org/newshour/show/the-science-behind-californias-surgings-wildfires>
- **CBS "This Morning"** <https://www.youtube.com/watch?v=kRRbhiPr7DM>
<https://www.cbsnews.com/news/scientists-studying-fire-tornadoes-to-learn-how-to-fight-wildfires/>
- **Wildland Fire LLC** <https://www.youtube.com/watch?v=wEpW24WlgR8>
- **Carr Fire 360 Aerial Views by Redding City GIS**
<http://redding.maps.arcgis.com/apps/webappviewer/index.html?id=2b5e92ade03a40cb8e1b3f1027245cof>



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Putting the boot on the other foot



By ELISA WALKER | The Municipal

Fire departments are taking matters into their own hands by inviting city leaders and officials to experience a taste of what they go through in their line of work. In demonstrating their duties, firefighters have the opportunity to expose leaders to equipment and devices that will ultimately save time and lives.

Getting the perspective

The person who knows exactly what they need, in any job, is the one doing it. Despite that, the big decisions are made by those not working day to day in the field. That is the reason why the West Jordan firefighters in West Jordan, Utah, hold a biennial Fire Ops 101 training event for city leaders and elected officials.

The International Association of Firefighters explained that an effective Fire Ops 101 requires direct participation in a basic scenario. According to IAFF, “the event should reflect an appropriate level of difficulty. You

don’t want participants to walk away thinking it’s an easy job, but you also don’t want them to push themselves too far.”

Since 2008, West Jordan has taken advantage of Fire Ops 101 to demonstrate the department’s needs.

“It’s an opportunity to meet with local leaders and show them what it takes to be a firefighter. It’s an opportunity for us to demonstrate equipment that we need or should have or staffing issues,” said Roy Todd, a firefighter/paramedic at West Jordan Fire Department and the unofficial union president. “We, as a union, have the ability to

organize an event and use resources to demonstrate those needs.

“Unless you’re able to demonstrate your needs, your boss isn’t going to understand. That’s where Fire Ops comes in. As technology advances, we’re able to do things quicker and safer. It is a financial hit to the city and citizens, but we’re able to prove to our city leaders and supervisors the need for it.”

The department demonstrated AutoPulse, a CPR device, in 2014, giving leaders the opportunity to witness the need for it. In 2016, a similar demonstration occurred for extrication gear that uses hydraulic methods, which were much more quiet and allowed firefighters to be aware of their surroundings.

West Jordan City Manager David Brickey commented, “Fire Ops 101 is an invaluable experience as a city leader. Public safety is an important function of any city, and this brings more awareness and appreciation to what firefighters do each day. It’s an eye-opening

LEFT: According to Roy Todd, value can be lost in tradition. While there's hope that Fire Ops 101 will become a tradition in West Jordan, the true meaning behind the training won't be lost. (Photo provided)

experience that illustrated the importance of proper training and being prepared for the many different situations our public safety personnel are called to respond to."

From medical equipment to uniforms and gear, Todd hears people's input. With firefighters and paramedics being on the front line, they see firsthand what could be improved or any other issues that arise. Moving the department forward is a group effort, and the union allows everyone's voice to be heard.

Todd added, "The equipment we've been able to upgrade to by doing Fire Ops has also impacted citizens. Better equipment gets things done quicker and safer not only for firefighters but for citizens, too."

Implementing the training event wasn't without its obstacles. Convincing the fire chief to allow the use of fire gear and medical equipment, plus setting aside time for the event, was the most prominent challenge. Once the chief saw the value of Fire Ops 101, the beneficial possibilities became available.

Since gaining support, good communication has played a necessary role in progressing forward. In a department that has over 80 people, communication from everybody is important so Todd knows what to bring to the chief's attention as he works on the budget.

"The chief presents it (a budget) to the city manager, mayor and council members. They have their ideas of what a budget should be and cut out things they don't deem necessary," Todd explained. "They think of it as a luxury, but they just don't have an understanding as to why we need them.

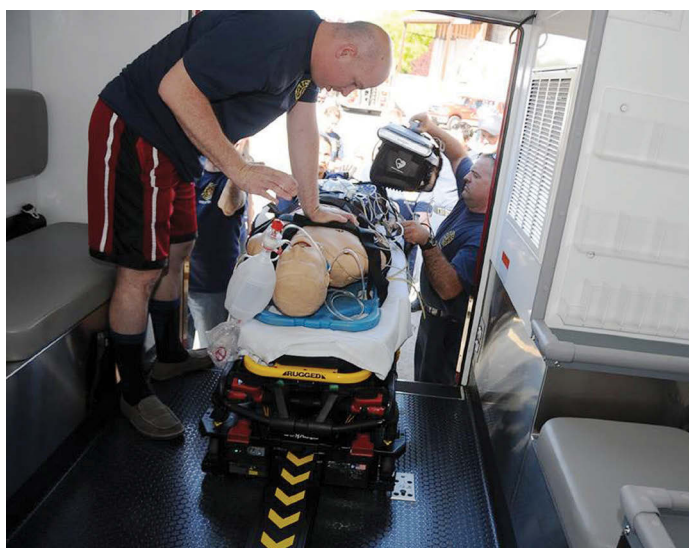
"We've created a good name with our local leaders. Our city council knows who we are. What we're doing is beneficial and they believe it. We can't slack off or back off of what we have. It's been hard work, but now it's a matter of keeping the momentum going."

Don't let the flame fade

While West Jordan isn't the first or only fire department to implement the training event, it is one that refuses to let the event settle into a wasted opportunity. Todd, the fire chief, and a coordinator communicate needs with one another to keep department moving forward.



In the beginning, the West Jordan Fire Department contacted other local departments and unions to gather information to get a better idea on how to create a successful Fire Ops 101. (Photo provided)



Since the training occurs every other year in West Jordan, Utah, its fire department has the ability to tweak each upcoming session to make it better than it was before. With a new fire chief, the fire department will have to convince him to allow the event to continue. (Photo provided)

Every other year is something new to keep the event fresh and relevant. It's easy to let something become a tradition and settle into a pattern over time. If fire departments aren't taking advantage of the training event, it results in lost time and effort.

The West Jordan Fire Department included a fire attack, active shooter and vehicle extrication scenarios in the 2018 Fire Ops 101, displaying its preparedness and what could help further its strategies.

"My advice would be to do this. If you're not, you're not benefiting," Todd concluded. "It's not showing up and doing the same thing over and over. I've seen that method done with other departments and unions.

"They run their city council through, without purpose, and don't demonstrate their needs or what they want out of it. The city council just leaves, thinking it was neat. That's all they get out of it. That's not what you want." **M**



Rapid City, S.D.'s, Assistant Police Chief Don Hedrick was partnered with Cecilia White Eagle in the Akicita Mentorship Program through Western Dakota Technical Institute. Hedrick has arranged for White Eagle to shadow officers on day-to-day operations of the force so she can discern whether law enforcement is the career she'd like to pursue after college. (Photo provided)

"My mentee was very interested in the day-to-day operations — how we spend our time, how we solve problems, etc. So I connected her with ride-alongs right away," he said.

If a student wants to be a detective or is interested in the court system or forensics, they are given the opportunity to see how those departments work. If the student has a general interest or is not sure, they engage them all across the spectrum.

The first class is slated to graduate in May and they're excited to see how many of the mentees will choose a career in law enforcement and be hired. But Hedrick said even if they choose a different path, they've learned about a career in law enforcement and believe the experience will have a ripple effect of trust.

In addition to the Akicita Mentorship Program, Rapid City has other initiatives going on to build trust between law enforcement and the community. One is through International Association of Chiefs of Police and is called the Collective Healing Initiative grant. The grant is "specifically



Several members of the Rapid City Police Department attended a Girl Scout Dakota Horizon's Women of Distinction luncheon in November 2018. Members of the department make a concentrated effort to be involved in their community and welcome community members into the department. From left are Capt. James Johns, Lt. Eli Diaz, Jenni Clabo, Sgt. Kathleen Phillips, Asst. Chief Don Hedrick, Sgt. Ryan Phillips, Sgt. Warren Poches and Sr. Ofc. Fred Baxter. (Photo provided)

to heal historical trauma and how to deal with it on the street level."

Hedrick said the city has a great number of homeless Native Americans and it is looking for a better way to deal with the mental health and drug issues they have.

Another Rapid City initiative is the Trauma Enforced Policing, which is training specifically for the area that is put on by The Center for American Indian Research for Native Studies. He said it's been especially helpful for officers who didn't grow up in the area.

Hedrick said the department hasn't changed any hiring practices in order to obtain candidates, but it has tried to come up with creative solutions.

"It'd be easy to keep going down the same path, but when this idea was brought forth, we saw it as an awesome opportunity. We try to step outside the norm and be creative about solutions."

Other areas

Other areas across the nation have also been reaching out more to minorities and women candidates to better reflect their communities.

A 2016 PBS "News Hour" report by Jen Fifeild with Stateline — www.pbs.org/newshour/nation/can-diverse-police-departments-ease-community-tension — cited a Dallas police chief's call for young black men to stop protesting and

start applying and fixing the problems. The article stated that police departments in Indianapolis, Ind.; Minneapolis, Minn.; and Knoxville, Tenn., have also refocused efforts for more diversity on their forces.

Reportedly communities see diverse forces as more legitimate, but even more important than diversity is having officers who have grown up in the community they serve. For example, the city of Baltimore has a pretty diverse force — 42 percent black — but most officers are not from the city nor do they live there.

The article cited a former Salt Lake City police chief who said officers who come from the community will be aware of its history, any issues or conflicts and what it needs.

According to another report, some communities are relaxing some of their hiring requirements in order to attract candidates in general. Some departments are dropping the four-year college requirement, easing up on infractions occurred while still in high school or dropping the agility test — the latter to attract more women candidates.

Some reasons cited for the difficulty in getting qualified candidates for the force in a time when unemployment is low include a relatively low starting salary, disqualifying behavior, lack of physical fitness and credit issues. Most agencies are not as concerned about candidates' credit scores. ▶

IACP report

The International Association of Chiefs of Police has a best practices guide by W. Dwayne Orrick — www.theiacp.org/sites/default/files/2018-08/BP-RecruitmentRetentionandTurnover.pdf — on “Recruitment, Retention, and Turnover of Law Enforcement Personnel.”

In it Orrick states, “The success of the department’s recruitment efforts impacts every other function in the agency.”

Because of that importance Orrick advises a more comprehensive manner to approach recruitment. The number of officers and needs of the department should first be identified through a staffing analysis and review of average turnover rates.

Identifying the core values of the department is important — clarify why it exists, what it represents and how it will conduct itself.

Orrick’s paper states, “When organizations fail to identify core values and make them an integral part of the recruitment, selection and operational procedures, they tend to repeatedly make the same hiring mistakes. When an employee’s personal values are similar to those represented by the police department, the individual is more likely to identify with the agency’s purpose and be anchored to that organization.”

Aside from identifying core values, the guide suggests developing a brand, stating that each department is known for something whether that be positive or negative, selecting recruiters and developing the culture that values recruitment.



Some techniques suggested include instituting an employee referral system, which he claims is the most effective method of recruitment;



Pictured is the Rapid City Public Safety Building, which includes the Rapid City Police Department. The RCPD has been working through innovative programs to heal historic divisions in its community and attract more Native Americans to the police department. (Photo provided)

using the internet and social media; establishing relationships with news media to publish human interest stories about the agency; keeping an open door policy for former officers to return to the department; targeting female candidates with viral recruitment; career fairs; networking with religious and cultural organizations; and developing youth and apprentice programs like summer day camps, explorer posts, etc.

As Hedrick advised, “Try to find a way to reach out to your community and come up with unique ideas and don’t be afraid to run with it. For us, it’s been so far, so good!” **M**

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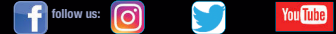
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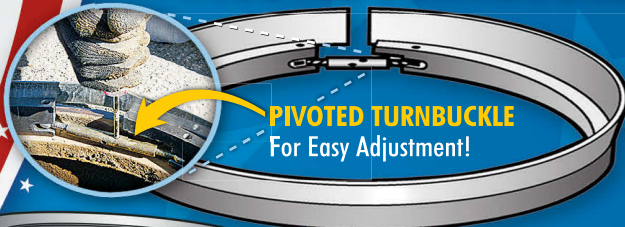
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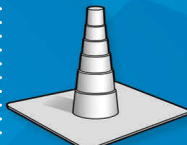
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Battle of the Badges fights the good fight

By **BARB SIEMINSKI** | The Municipal

There are the customary ways to make money — car washes, mowing lawns, babysitting, bake sales, et al. — and then there are the fun ways of bringing the whole community together and raising funds for a worthy cause — like a Battle of the Badges sporting or other competitive event.

These happenings vary from city to city on the types of matches that traditionally pit police departments against fire departments or sheriff's officers against another law enforcement adversaries.

Sergeant Malcolm Draper of the Clermont, Fla., Police Department looks forward to his community's annual Battle of the Badges in December when his department goes to war with the Lake County Sheriff's Office during the Holiday Charity Basketball Game.

"Our game benefits Christian Men in Action, a local 501c3 nonprofit organization, by providing toys to kids in the Lincoln Park community," said Draper, adding that the toys are given out Christmas Eve at the annual Clermont Christmas party at McKinney Park.

The public is encouraged to cheer for their favorite law enforcement agency and to bring an unwrapped toy as a donation/admission. The local Xaxby's and Texas Roadhouse have generously donated a variety of raffle prizes to be given out during the game. Other local businesses provide drinks and people to sell them.

Royse City, Texas, used its Battle of the Badges last December to gather more than 30 boxes of toys that were distributed to financially strained families who were unable to provide Christmas gifts to their children.

The two departments — fire and police — held a toy drop-off event at the police and courts building where citizens could have a cup of hot chocolate while simultaneously donating toys.

These two entities worked with Helping Hands of Rockwall, a local nonprofit that cares for families in need. During the event, a member of the Royse City Volunteer Fire Department was garbed in a red Santa costume and a member of the police department followed suit... in a blue Santa suit.

A February Battle of the Badges in Placerville, Calif., had a unique twist: this competition was in the form of the 911 Chili Cook-off event for the "Best Culinarian in El Dorado County" title.

Hosted by New Morning Youth & Family Services, the second cook-off was a contest of more than 21 first responders: firefighters, police, armed forces, probation, sheriff's department and many more. A crowd-pleaser,



The winners of the 2019 hockey Battle of the Badges in Jackson County, Mich., were the Michigan State Police officers. (Photo provided)



The Summit Township Fire Department Firehogs played against the Michigan State Police during Jackson County, Mich.'s, Battle of the Badges hockey tournament. (Photo provided)

the event also offered taste testing, the sampling of local beers and wines, booths from local business and live entertainment.

A hockey face-off was held at the inaugural Battle of the Badges Charity Hockey Tournament between law enforcement and firefighters in Jackson County, Mich., to raise money for child abuse prevention efforts and other youth programs provided by a partnership of the Optimist International Club and Exchange Club of Jackson County. All the proceeds went to Jackson youth programs.



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COMMUNITY EVENT.**

Pictured is Clermont, Fla.'s, poster for the 2018 Battle of the Badges basketball game. (Photo provided)

According to BOTB media and marketing chair and event organizer Ryan Kerwin, the four-team competition was between the Michigan State Police, Michigan Department of Corrections' Black Knights, Summit Township Fire Department's Firehogs and Great Lakes Burn Camp, all of whom have their own hockey teams.

"MSP were the champions of our 2019 competition," said Kerwin, adding that \$9,000 was raised for charity.

Games were 20 minutes each with a championship game at 6:30 p.m. to crown the inaugural BOTB champion. Tickets were \$10 per person, which came with one free entry into a drawing for a prize. Children, 12 and under, were admitted free for this family event.

Other activities included a 50/50 drawing, a photo booth, concessions — including adult beverages — and intermission games like chuck-a-puck, half-ice shot and more. For information, email battleofthebadgesjackson@gmail.com or visit the Facebook page, www.facebook.com/battleofthebadgesjacksonmi.

"For next year, we will be expanding to eight to 10 teams and adding in military veteran teams," said Kerwin, "and in the future planning to expand to a full weekend tournament as we have had interest by many different departments from all over Michigan."

Plano, Texas, offers a summer competition — the Plano Police Department and Plano



Lewisville, Texas, hosts a Battle of the Badges softball tournament, which pits the fire department against the police department. (Photo provided)

Fire-Rescue went head-to-head as a way of encouraging Plano residents to give blood to Carter Bloodcare, according to police spokesman Davie Tilley.

"This was a great opportunity for public safety to work with the community to give back to those in need," said Tilley, "and last year the police department walked off with the trophy and the community collected 541 units of life-saving blood, which impacted 1,623 lives."

"Batter up!" is the rallying shout-out heard at Lewisville, Texas' Battle of the Badges annual softball game, where the firefighters and the police department compete for the winning trophy. This year will be the 17th year Lewisville will compete, according to Heather Goodwin, president of the Lewisville Citizen Police Academy Alumni Association, which for nearly 20 years has been a volunteer-led support system for the Lewisville Police Department.

"Over the 16-year history of our Battle of the Badges, our revenue has been on average \$5,000," said Goodwin.

The Lewisville Fire Department and the Lewisville Police Department will come together again for the daylong tournament, which will be Oct. 19, 2019, at the Lone Star Toyota of Lewisville Railroad Park and hosted by LCPAAA. Other fire and police teams are also eligible and gather across north Texas to compete in the tournament.

Clay Firefighters Local 1630 in South Bend, Ind., hosted the 18th annual Lt. Jon Kimm Memorial Battle of the Badges on March 23. Bowling was held at Chippewa Bowl and all the money raised went to Ronald McDonald House Charities of Michiana. RMHC of Michiana has 20 family rooms attached to the pediatric floor at Memorial Hospital. They provide all household essentials, meals and board for no cost to the families who stay there when their children are critically ill.

Tickets were \$25 per bowler, with there being two to eight players per lane. The 2019 theme was "Supporting Those in the Battle."

Last year \$10,000 was given out, including to a Goshen woman battling cancer who received a makeover courtesy of Hello Gorgeous Inc. The Clay Fire Cares program received \$2,000, which went toward those fighting cancer. Hello Gorgeous received \$8,000 so it could add a new affiliate salon to help others. In the past 16 years, more than \$100,000 was raised to aid others in need.

Special Olympics Pennsylvania invited all members of law enforcement to join in the Battle of the Badges during its 2019 Pittsburgh Polar Plunge, which is designed to increase camaraderie between public safety agencies as well as raise funds for Special Olympics.

The traveling trophy and bragging rights were what law enforcement, fire departments and EMS teams fought for, with the penultimate goal of "enabling thousands of Special Olympics athletes to continue to participate in Special Olympics activities at no cost to them or their families," according to its website, specialolympicspa.org/pittsburgh-battle-of-the-badges.

There were 20 major sponsors, and donations were taken both online and offline with one's favorite plunger or team. To make it more interesting, there was also a Super Plunge where a group of daring adults plunged into a cold pool of water 24 times over the course of a 12-hour period. These Super Plungers are an extraordinary assembly of individuals who were committed to raising a minimum of \$2,500 for the privilege of Super Plunging. Anyone was welcome to participate and past Super Plungers include law enforcement officers, parents of Special Olympics athletes, general managers of Pittsburgh sports teams and business professionals.

And if hardy individuals tried out and just couldn't tolerate the chilly water, they have a whole year to practice for the 2020 event. **M**

Beyond run, hide, fight: *The next steps in preparedness*



By **Tom Polera**, Emergency Manager and Chief Fire Marshal, Falls Church, Va.

THE CITY OF FALLS CHURCH, VA., OFFICE OF FIRE PREVENTION and Emergency Preparedness, has developed a program called “The First 12 Minutes.” This is an innovative community active shooter preparedness program focused on educating those in harm’s way. This office is structured under the city’s police department, which provides a great opportunity for collaboration with police staff. The cadre of instructors is a diverse group that includes police officers, the fire marshal-emergency manager and a paramedic. The focus of the program is to empower and train the community with its first responders on those best practices during an active shooter event.

The key to this training is it must be comprehensive in nature. It includes the principles of Crime Prevention Through Environmental Design, or CPTED, orientation of basic weaponry and the aspects of using today’s proactive response systems including “Stop the Bleed.” While active shooter events are complex, and any program that targets all these goals would be overwhelming, the rule is to keep it simple. The program uses a commonsense approach that is teachable to everyone in the community in a three-hour block of time. So far, Falls Church has taught over 600 participants, which have included teachers, members of houses of worship and all city employees.

The program was recently endorsed as a model program by the National Institute of Justice, which is a research, development and evaluation agency of the U.S. Department of Justice. The topics include a review of the data from previous events, the importance of situational awareness and notification systems, evacuating versus barricading, confronting a shooter and understanding the techniques of “Stop the Bleed.”

The First 12 Minutes derived its name upon the foundation of the program, which is the data from previous events. Active shooter tragedies are typically concluded in less than 12 minutes of time. Yet communities have failed to correctly educate the public on what to do during those first 12 minutes. The accepted practice in many places today is to refer the public to a video about locking your doors, turning off the lights, hiding in the corner and waiting for help. This is no longer acceptable when you have an understanding of the data. The data clearly shows the speed of violence will typically end prior to the police department arriving on the scene.

Half of the three-hour program consists of a lecture followed by three breakout sessions that are 30 minutes each. These include barricading, confronting scenarios and “Stop the Bleed.” Training must



Instructors who are trained in Tactical Emergency Casualty Care, or TECC, teach the basic concepts of “Stop the Bleed.” This includes the use of tourniquets and occlusive dressings. (Photo provided)

be hands-on if the objective is to move from a passive response to a proactive response. All sessions include a safety briefing and class size is typically between 15 and 30 participants.

Time is spent discussing the concepts of situational awareness and how to improve existing notification systems. Important factors include empowering those in harm’s way to make the best decisions for their situation with the goal of getting out of the building.

In some cases barricading may be required. It’s not just locking a door, but the ability to fortify and secure an area. This is done by understanding door function, locking mechanisms and using the furniture arrangements within the room in order to add time and distance from an attacker. Topics include a discussion of building and fire code concerns regarding adding door locks as well as contingency planning if confronting the shooter is necessary.

Simulated scenarios are conducted to demonstrate distraction and confronting techniques. This includes visual familiarization with different types of weapons. A comparison is conducted to simulate the differences in passive response versus a proactive response. This is the “ah-ha” moment when participants understand they don’t have to be a victim and they can be empowered to resolve the threat.



LEFT: The lecture is a critical part of understanding the facts from previous tragic events so there is acceptance to a different proactive response to be successful. (Photo provided)



LEFT AND ABOVE: Participants learn the concepts of distraction and swarming as a last resort measure. (Photos provided)

“Stop the Bleed” is taught as a simplified approach to saving lives. Participants utilize tourniquets on extremities; they also learn about packing junction wounds and how to “seal the box” utilizing occlusive dressings on chest wounds. The First 12 Minutes isn’t designed to train the general public to be paramedics, but rather its focus is on simple skills that can save lives. An additional benefit in rolling out this program is the discussion for “Stop the Bleed” trauma kits on location at the training site. Whether it is a school, house of worship, child care or office building, kits containing the correct tools should be purchased and located on-site.

The program is always being updated and improved on the basis of lessons learned from after-action reports from the most recent tragic events. The success of the program is driven by having a dedicated cadre of instructors and always learning from its participants. From time to time, there are obstacles to overcome and new gaps that are identified. Some of these require the involvement of the whole community in order to mitigate the risk.

The First 12 Minutes is offered as a community-service program, free of charge. It has received rave reviews by those who have participated. Last August the faculty and staff at St. James Elementary School completed the training. In a recent interview, Sister Mary Sue Carwile, principal at St. James, was asked if she or her faculty felt afraid? Her response, “I don’t think we’re afraid but rather prepared, and we’re blessed for that preparation. **M**

Tom Polera is the emergency manager and chief fire marshal for the city of Falls Church, Va., and serves on the police department command staff. He retired from the Arlington County Fire Department in 2011 with 30 years of service and responded to notable incidents, including the 1982 Air Florida crash and the Pentagon on 9/11. Chief Polera holds a bachelor’s degree in public safety, is a professional emergency manager (PEM-VA) and is a certified public manager. He currently serves on the arson/explosives committee for the International Chiefs of Police.



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Where's the fire?

Meet Wilton, N.H., Fire Chief Jim Cutler

By JULIE YOUNG | The Municipal

Jim Cutler does not like to let grass grow under his feet. Even though he had a full-time managerial position at Amherst Label in Milford, N.H., as well as a wife and daughter to support, he longed to fill his downtime with a worthwhile pursuit. He looked into the local Lions Club, took up karate and hit the links. It was during a round of golf that he was introduced to the diversion that he was looking for.

“My golf buddy was on the Wilton, N.H., Fire Department and he suggested that I look into it,” Cutler said. “I’ve always been the kind of person who likes to learn new things so I was intrigued and decided to follow up.”

The Wilton Fire Department is a volunteer operation that serves 3,677 residents in a 26-square-mile area. It handles approximately 130 calls per year and was the perfect solution for someone who thrived on adrenaline and had been fascinated by fire trucks when he was a kid. Cutler said he attended the fire academy while balancing work

and family and then joined the department his friend spoke so highly of in 1991.

“When I joined the fire department, I learned that 95 percent of the time, it is sheer boredom and the other 5 percent of the time, all heck breaks loose,” he said. “That’s when people need you the most and you have to be ready to respond. You put on the gear and battle the blaze. It’s a little like having an alter ego.”

Over the past 25 years, Cutler rose through the ranks, training to be an engineer — in order to drive the fire truck — and then serving

ABOVE: Jim Cutler serves as Wilton, N.H., Fire Department’s chief. He does this while also holding a full-time managerial position at Amherst Label in Milford, N.H. (Photo provided)

as a lieutenant, captain and deputy fire chief before assuming the top spot in 2017.

"I followed in the footsteps of my golf buddy, Dick Ray, who was the fire chief before me. When he resigned his position, I stepped in."

As fire chief, Cutler does not don the gear and fight on the front lines as much as he used to. These days, he is responsible for managing the office, overseeing the budget, making sure procedures are followed, supplies are ordered and that his equipment is in tip-top shape.

"It helps that I have a business degree," he said.

In addition, he works to make sure he has the personnel he needs to get the job done. This is one of the most difficult aspects of his position and not one that can be influenced by his education and training. Cutler said it takes a very special person to be a volunteer firefighter and he is constantly looking for ways to attract, motivate and encourage his team when he can't give them a paycheck. In order to encourage a new generation of volunteer firefighters, he emphasizes the free training, opportunities for advancement and the noble profession of firefighting that often becomes, or is part of, a family legacy.

"I understand that I am asking them to do a dangerous job for nothing, but I also highlight it as an exciting career for young people. I often try to reach out to those students who might not want to go to college right away and tell them that I will send them to the fire academy and pay for their training — provided they give me a year of service when they graduate," Cutler said. "Firefighters make a good living, have good benefits and they can retire knowing that they have made a difference in their community. It's a great field to go into and one that does not come with a massive amount of debt."


But it's still a hard sell. Not only are some skittish at the thought of running into a burning building or trying to juggle the schedule of being a volunteer firefighter with a personal life, but many employers make it difficult to join the department. Cutler said what was once a source of pride for employers is now lost production time, and he is grateful for the support Amherst Label has given him over the years. He said his supervisors recognize his public role and understand when he has to take a call or issue during business hours. They also appreciate the business Cutler brings them when other departments need to order labels.

"They support my endeavors and I try to give that back when I can," he said.

Cutler said he's also able to make it all work because he's been careful to cultivate a good relationship with other agencies in the area that can help respond to smaller issues when he is on the clock.

"I have a great relationship with the police force," he said. "If I call them during the day and ask them to check on something, they will do it. Our EMS department is the same way. We are separate services, but we back each other up. I am loyal to them and they, in turn, are loyal to me."

Of course the real secret to his success is his wife, Corrine. Corrine not only encourages Cutler's work both at Amherst Label and as Wilton's fire chief, but also helps him produce and direct two dinner theater productions each year as a fundraiser for their church.

"I could not do it without her. I've been involved in the theater for 30 years, and it is the biggest fundraiser that the church has so we are proud to be part of it," he said. "I'm just the kind of person who likes to stay busy so I usually have something going on." 



Wilton volunteer firefighters pose with their new turnout gear. (Photo provided)



Wilton firefighters take part in the annual CPR training session. As fire chief, Cutler has emphasized the free training, opportunities for advancement and the noble profession of firefighting. (Photo provided)



Cutler is responsible for managing the office, overseeing the budget, making sure procedures are followed, supplies are ordered and that his equipment is in tip-top shape. (Photo by Allison Cutler)



Helping streets make the grade



Ask any city mayor and they'll tell you that the most diabolical enemy of their citizens is a pothole.

While a small portion of a mayor's job, road upkeep impacts how constituents perceive their quality of life—the fewer potholes, the more positive people see their city and mayor.

But how does a mayor or a city official decide which streets are the most important and cost-effective to repair? Most will rely on intel from their road crews, but that can cause certain streets to be overlooked or forgotten.

That is why the officials of the city of Santa Maria, Calif., decided to invest in a new program called StreetSaver, to grade and better maintain its roads.

"I've been working with one of our other engineers to try to move our pavement management program forward," said Roger Olds, the principal civil engineer for Santa Maria. "For many years, as a city, we basically had three major tools in our toolbox. We would do a chip seal. If it got beyond a chip seal, we would do an overlay. Then if it got beyond an overlay, we would do a full reconstruction, so nothing in the middle.

"Now we're working on trying to utilize StreetSaver to make better decisions and to try to employ some other in-between pavement (maintenance) strategies to try to stretch our dollar."

According to StreetSaver's website, 300 public and private institutions throughout the world currently utilize StreetSaver software to make more informed and timely decisions when it comes to roads. This includes the city of Seattle, Stanford University and



Santa Maria is in the process of grading all of its roads, using the pavement condition index. To better track conditions, it has enlisted the help of StreetSaver and Pavement Engineering Inc. (Photo provided)

several cities and counties in the greater San Francisco area. The program helps them to judiciously manage maintenance by diagonalizing pavement issues and prioritize repairs—all in a more cost-effective manner.

Currently, Santa Maria is in the process of grading all of its roads on what is called a pavement condition index, where each section of a street is given a number between 100 and one, with 100 being perfect condition.

To make this determination, 100-foot sections of a road are analyzed. The evaluator will physically get out of their vehicle and measure the size of pavement cracks, look for weather damage and more. All of this is entered into StreetSaver, which then determines the overall pavement condition index of that road section.

"The database tracks all of the different sections that you've cataloged," said Eric Riddiough, a senior city engineer with Santa Maria. "And then it gives you a weighted average for the whole city."

To evaluate its roads, the city is working with a company based in California called Pavement Engineering Inc. Once the initial grading is complete, roads will need to be regraded every two to four years, depending on how frequently they're used.

Santa Maria has owned the StreetSaver software since 2014, but this will be the

first time the city has been able to fully take advantage of it.

"This is new effort that we're making. We're getting the (streets rated) and having PEI help. It is really going to help us fully utilize all the elements of StreetSaver," Olds said. "Prior to now, we had purchased the product, but we weren't taking advantage of it. It's like you have a Cadillac with all the different bells and whistles and we've only been driving it. We haven't really been using all the fancy tools and now that we're getting fully up to speed."

Some of StreetSaver's "bells and whistles" include a GIS component, where a map can be generated to help a Santa Maria visualize its data.

Once all of the streets are graded, the pavement condition index can be used to determine what road to do maintenance on. It will also help determine the most cost-effective treatment for a road, which should make sure that a road stays in good condition for a longer amount of time.

"When it comes to StreetSaver, the initial investment is huge, but the amount of information and the tools it gives you certainly will help, especially this day and age," Riddiough said. "When you go to your city council for approval or to get funding, you know you can show why certain roads need to be fixed because you've done the work and you know all the information." **M**

LEFT TOP: Santa Maria Public Works employees pave a street as part of the city's efforts to better grade and maintain its roads. (Photo provided)

LEFT BOTTOM: Once the initial grading is complete, roads will be regraded every two to four years. (Photo provided)



South Davis Sewer District captures energy from food waste

By ANDREW MENTOCK | The Municipal

Landfills across the United States are growing larger and larger thanks to the reported 4.4 pounds of trash the average American throws away per day — much of it coming from food.

In the United States, food waste is the least recycled type of waste, with 97 percent of it ending up in landfills, according to the EPA. Reportedly, this accounts for anywhere between 15 to 30 percent of landfill space.

While sending food to landfills may seem innocent because it decays quickly, in all actuality it harms the environment.

As food waste decays, carbon dioxide and methane are released into the atmosphere, which contributes to climate change. Methane is especially harmful because it is 23 times more effective at warming the Earth compared to carbon dioxide.

As it turns out, the most sustainable and cost-effective way to dispose of food waste is to turn it into energy.

“Right now, as a society, we’re paying good money to bury energy (in a landfill),” said Dal Wayment, general manager of the South Davis Sewer District near Salt Lake City, Utah. “A tanker full of (waste) from a cheese plant is energy, just like a tanker load of crude oil coming out of South Dakota. Both of them have to be processed before they’re any good to the consumer.”

The South Davis Sewer District, like several other municipalities throughout the United States and the world, is working to convert organic waste into renewable natural gas through an anaerobic digester. This

LEFT: Americans on average throw out 4.4 pounds of trash per day, and food waste takes up 15 to 30 percent of landfill space. Food waste, however, could be turned into energy. (Shutterstock.com)

RIGHT: An aerial shot of the Wasatch Resource Recovery project site. Once operational, it will significantly reduce greenhouse gases from area landfills and cut carbon emissions. (Photo provided)



includes large American institutions like Disney World and the Air Force.

The Wasatch Resource Recovery project, which is expected to be operational next month, will significantly reduce greenhouse gases from area landfills and cut carbon emissions. According to Forbes, it will be the equivalent to removing roughly 75,000 vehicles from the highway per year.

“The digesters will convert organic waste to digester gas,” Wayment said. “We will then scrub the digester gas, removing CO₂ and other impurities, which will then be injected into the utility natural gas network.”

This should provide 40,000 people with natural gas, and in total, the project will cost about \$44 million.

While expensive, the project is seen as an investment that will pay off over time. In fact, the financial opportunity was so good that a locally owned company — ALPRO Energy & Water — got involved.

“We created a public-private partnership,” Wayment said. “They’re a 50 percent partner. They own half the equity and we both put cash into the project back.

“It should make a good amount of money. They’re in it for a profit.”

The South Davis Sewer District paid off the remainder of its portion through municipal bonds.

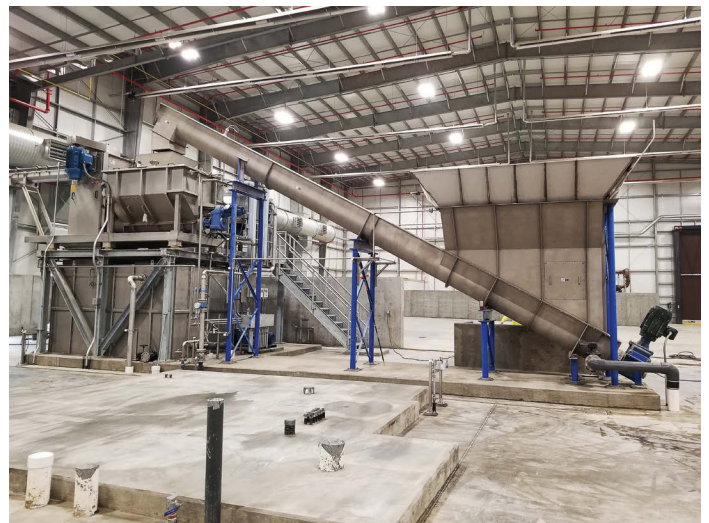
The gas produced from the organic waste will be about 60 percent methane, 38 percent CO₂ and the remainder comprised of hydrogen sulfide and other gases.

The South Davis Sewer District has already begun collecting organic waste in a centralized location. Wayment said that one of the most difficult and expensive aspects of converting organic waste into energy is removing unwanted items, such as plastics and metals, that were thrown away with the food.

“Food waste will have contamination,” he said. “It will have the occasional plate, knife, fork, spoon, packaging. When a grocery store throws meat away, it’s going to be covered in Saran wrap and little styrofoam dish, and your hamburgers binders will still be in a plastic bag.”

In order to remove these items, all of the waste will be put into a great big machine, which will shred it, similar to a blender.

“You then add water to produce about 10 percent solids, 90 percent water slurry,” Wayment said. “Once it’s all ground up and slurry, then it goes screening process. We’ll pull the packaging waste out — that goes to the landfill — and the food goes into the digestion process.”



Pictured is the Wasatch Resource Recovery project's receiving building. (Photo provided)

Recyclable solids, such as aluminum, glass and plastics, are baled and shipped to a recycling center.

While the digester will handle food waste from universities and grocery stores, there still isn't a practical way of gathering food from households. This is because food is thrown out with other pieces of garbage, which makes it virtually impossible to separate.

“The difficulty is half of all food waste is residential and that’s the hardest to get to because that would require another recycling bin,” Wayment said. “It’s bound to be a little nasty since it only gets dumped once a week. Who’s going to wash it clean? Nobody’s really solved the issue of household food waste at this point.” **M**

More women step into leadership roles within city government

By LAUREN CAGGIANO | The Municipal

2018 was coined the “Year of the Women” due to the record number of high-profile mid-term races that resulted in the election of a wave of female candidates. The path to city hall was no exception, with more women taking the helm in municipalities large and small.

Marie Regan Gonzalez is among those fresh faces, and she’s ready to tackle the challenges of her town head-on. The 33-year-old was elected as the mayor of Richfield, Minn., in November, becoming the first Latina mayor in Minnesota history. Richfield, which has a population of about 36,000, is a suburb of Minneapolis.

Gonzalez had previously served on the city council and decided to run for mayor after incumbent Pat Elliott announced he wouldn’t seek re-election. She ran opposed but still ran a “full campaign,” as she put it.

Gonzalez was no stranger to government prior to her service, working for both the state’s health department and the city of Richfield’s public health department.

“So, before I ran for office, I worked for the city,” she said. “I fell in love with the community and decided to buy my first home here.”

In other words, she felt a strong connection with the constituents. Her time serving on city council was especially formative, she said.

“I loved my work on city council and working with the (city) staff to bring amenities to our community,” she said. “I thought the position of mayor would be an extension of that.”

Just like she rallied behind the community, they showed up for her. Fortunately, she said the gender factor was not a dominant theme in talks with residents. She said she experienced “minimal comments” regarding her age. Instead, the general attitude was that people were excited to see a young person stepping up to the plate.



Marie Regan Gonzalez, the new mayor of Richfield, Minn., poses with members of the community as she sits in her new chair. She is the first Latina mayor in Minnesota history. (Photo provided)

On the campaign trail, she said it was about using an authentic and grassroots approach.

“The most important thing is connecting with folks directly,” she said. “You really find a lot of commonality.”

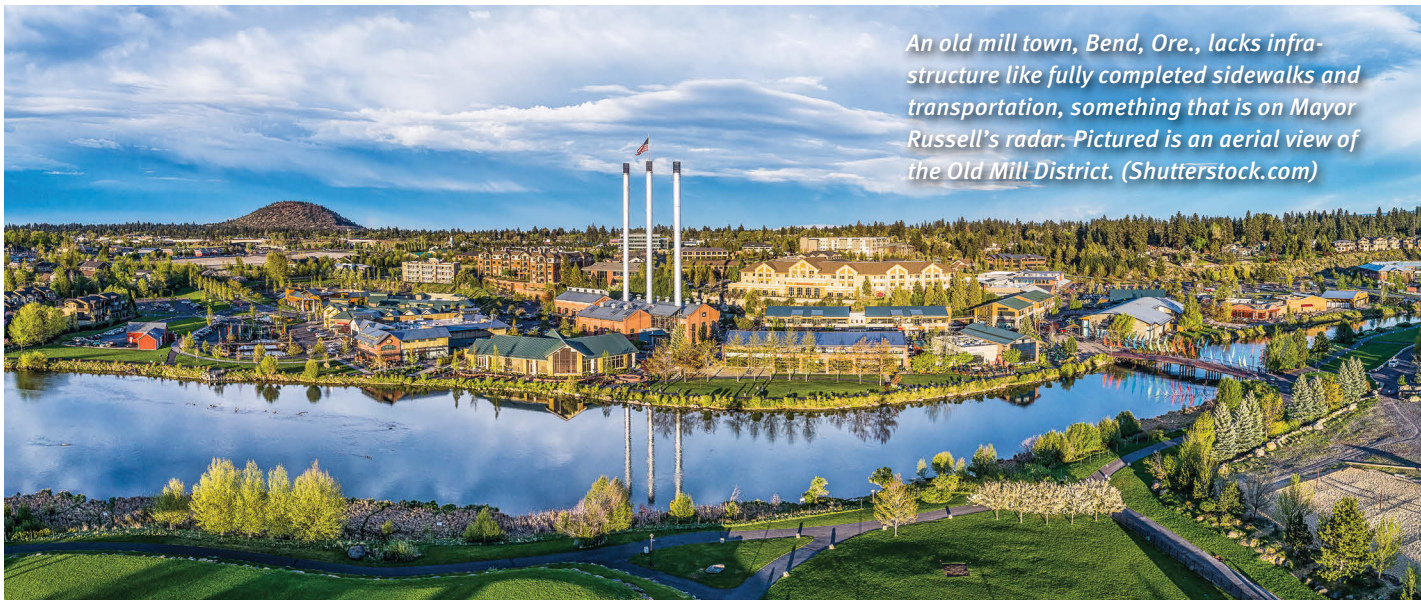
Now that she’s in office, she’s busy translating constituent feedback into action at city hall. For example, Richfield is going through what she referred to as “a time of transformative growth.” Redevelopment will be key in ensuring it maintains its identity, character and affordable nature, among other things.

Speaking of identity, she’s aware that’s broken some barriers as a Latina woman. Her advice to other nontraditional candidates: “Be yourself. Run as yourself. Lead as yourself. You won’t be happy if you aren’t authentic.”

Sally Russell, the first elected female mayor of Bend, Ore., is another trailblazer — although she doesn’t necessarily identify as one. In November, she defeated city council member Bill Moseley. Russell herself had served on Bend’s city council since 2012.

“I don’t see myself in politics,” she said. “I really have always been committed to the community and making it the best it could be.”

Call it what you will, but right now that means ensuring her beloved Bend is a well-oiled machine. A combination of rustic and



An old mill town, Bend, Ore., lacks infrastructure like fully completed sidewalks and transportation, something that is on Mayor Russell's radar. Pictured is an aerial view of the Old Mill District. (Shutterstock.com)



Sally Russell, right, takes the oath of her new office as the first elected female mayor of Bend, Ore., alongside councilors, from left, Gena Goodman-Campbell and Barb Campbell. (Photo provided)



Bend, Ore., Mayor Sally Russell shakes hands with City Councilor Bill Moseley. (Photo provided)

up-and-coming, Bend's natural resources, budding arts and cultural scene and affordable housing stock has attracted people of all ages in recent years.

If you ask Russell, there's something for everyone here. It was her passion for the Oregon city that gave her the energy and inspiration to run in the first place. She described the decision to run as a "thoughtful process" that led her to where she is today.

A problem-solver by nature, she's leaning into challenges and opportunities largely driven by the growth of the town.

"We're growing quietly," she said, noting that the rise of telecommuting means people can live wherever. They are seeking out Bend because of its lifestyle appeal.

Still, she said there's work to be done. For example, she said Bend is an old mill town, which means it's lacking in infrastructure like fully completed sidewalks and transportation. Homelessness is also on her radar.

While she's dove in head first, she's aware that she's an outsider in a way, being a woman.

"I hope they look at me as a colleague and through the lens of people not gender," she said about her male peers.

Ultimately, she said showing up and collaborating is going to position any candidate, regardless of background, for success.

"A large part of the reason I'm mayor is the fact that I worked so hard with different corners of the community." **M**

Municipal fleets show variety

By **BARB SIEMINSKI** | The Municipal

PITY SCOTLAND'S LOCH NESS Monster; it now has competition in Brooklyn, N.Y.'s, Prospect Park Lake for interesting "aquatic specimen." Its new opponent is arguably the same size albeit it's bright orange. Meet Lake "Mess" Monster — though it has been renamed "The Floating Goat" by a popular vote — Prospect Park Alliance's brand-new aquatic weed harvester. It chops up underwater weeds and deposits them into a holding tank, from which they will be removed and used as mulch on shore.

This floating lawn mower will keep the lake clear of annoying duckweed and floating water primrose, according to its website, www.prospectpark.org. The new gift was a replacement for the older 20-year model that had been decommissioned in 2014, and Prospect Park was able to obtain the newer model with funding help from the participatory budgeting process.

It joins Prospect Park's other fleet machinery — a tractor, skid steer, bucket truck and wood chippers — according to Lucy Gardner, senior marketing manager of Prospect Park Alliance.

It is not alone in having such a varied fleet. Municipalities of today are likely to have numerous pieces of equipment within their fleets just to be able to satisfy the diverse tasks asked of them. Because necessity is the mother of invention, some unusual additions to fleets are procured to tackle the odd jobs at hand from airboats and horses to air pollution-measuring vehicles and more.

More horsepower

Witness Dover, the capital of Delaware and the county seat of Kent County, which has a colorful addition to its fleet of customary police cars and vans in its popular mounted police unit.

Officer Michelle Murch has been a member of the city's police force for 19 years and has been assigned to the mounted unit for 12 years.



Officers Joe Caproni and Michelle Murch of the Dover Mounted Police pose with their horses. Caproni is on Rasa, a Percheron-cross and the first mare in the department, and Murch rides CJ, a Belgian gelding. (Photo provided)

According to Murch, the unit is aided by a tremendous volunteer force that helps with the care of the horses and the education of the public on how to behave around the animals.

The Dover Mounted Horse Patrol receives no tax funding, but community businesses are paddock sponsors, which allows the unit to use the money to care for the horses in various aspects — farrier, vet, shaving or fly spray — and in return, each paddock sponsor receives a 3-by-5-foot sign, displayed on the paddock fence near the stable.

"Our grain is donated by Linden Woods Farm and hay is donated by C&J Bus Lines," said Murch.

The unit, which has had more members in previous years, only has two officers assigned to it, Murch explained.

"The training period for each officer is different depending on how much riding experience the officer has prior to being assigned to the unit," said Murch. "They take riding lessons and go to Canada for training with the Royal Canadian Mounted Police for two weeks to ride with them. This training



The Floating Goat — formerly the Lake "Mess" Monster — keeps Prospect Park Lake in Brooklyn, N.Y., clean. (Photo by Paul Martinka)

consists of three sessions of riding a day and is free to mounted officers."

The mounted unit is used in all major events in the city and "not utilized for crowd control as much as a visible presence in large crowds, but if needed, we could be used to contain or move crowds," added Murch.

The mounted officers ride in Australian stock saddles, which are a cross between English and Western. They also ride draft horses because of their calm nature. The breeds of these gentle giants are usually

Percherons or Percheron crosses, with CJ the horse being the first Belgian.

Police horses are an instant attraction with the public and especially with children and their parents. The officers are happy to stop and answer questions from fans as a means of providing a positive face of the police department.

The most challenging aspect of running a mounted unit, said Murch, is gaining support and funding.

“When the unit started more than 20 years ago, it took a lot of work to get the community support, and there have been times since then when maintaining the community support has been a challenge,” said Murch.

“Other than the officers’ salaries, the Dover Police Mounted Unit is entirely funded by donations. This means that, in addition to feeding and caring for the horses, a significant portion of our job involves fundraising, over and above our law enforcement duties. We also work hard to maintain a positive image for the department and to recruiting and maintaining a group of volunteers to help support the program. Without the generosity of the community and the work of the volunteers, it would be impossible to do the community policing work that we are able to do as members of the mounted patrol.”

Asked whether the police riders have chased criminals, Murch said yes, and “we are capable of handcuffing from our horses or we could dismount — every situation is different. Typically, if we are chasing someone, other units are involved and handle the suspects once contained.”

The police officers ride daily, including in winter, said Murch, and even though the draft horses are at least 16-17 hands high, the officers must be able to mount from the ground.

“We have regular patrol in cruisers, motorcycle, mountain bike and we also have a ‘POP’ officer for ‘Problem Oriented Policing,’ and we do our own crime scene investigation but it isn’t so much a specific patrol,” concluded Murch.

Other communities that use horse patrols include Tempe, Ariz.; Willoughby Hills, Ohio; Mandeville, La.; Modesto, Calif.; and more than 100 other mounted units throughout North America. Also included are Tucson, Ariz., and other Western states whose mounted police units patrol the border over punishing ravines, hills and uneven territory.



In Florida, West Palm Beach Police Department's airboat is used to patrol waterways. (Photo provided)

Taking to the waters

Some fleet vehicles reflect the environment that surrounds their respective cities. West Palm Beach, Fla., uses fanboats in its police division and so do other Florida jurisdictions that have waterways that need to be policed.

“The West Palm Beach Police Department has two airboats that have been in service since 1980,” said Laterese Abner, MBA, a certified instructor by the Department of Interior for the city of West Palm Beach and administrative assistant of the Field Operations Bureau.

“We use the airboats for patrolling the Grassy Waters Preserve, which is 23 square miles of wetlands and previously known as the upper headwaters of the Everglades. Grassy Waters is a surface watershed, which is used for city water for three municipalities. The water is moved from Grassy Waters through a canal where it is treated and used for consumption.”

Airboats, however, can have accidents like any other mode of transportation, said Abner.

“In 2006 there was an incident during multi-agency training,” Abner recalled. “While completing training, a deputy struck a tree and requested assistance from WPB police department. WPBPD responded, and it was after the boat slowed to assist when we were rear-ended by another agency boat.”

Meanwhile, in the state of Texas, the Harris County Sheriff's Office has purchased a \$1.1 million boat to clean up



Pictured is a view of the Harris County, Texas, Sheriff's Office's \$1.1 million vessel, which is currently being built by the Washington shipbuilder SAFE Boats International. It will have 14 seats but will be able to carry as many as 55 people. (Photo provided)

chemical spills, according to Jason Spencer, the office's spokesman.

“We have not yet received the boat, as it is under construction at this time, and target delivery for it is May 2019,” said Spencer.

The vessel will be the first of its kind in the Gulf of Mexico and is being built by the Washington shipbuilder, SAFE Boats International.

“This boat will make our Port Security Mission much easier on the Houston Ship Channel. It will not only protect its crew from toxic fumes but give them a vessel capable of sustained port security operations, including radiologic detection and response, interdiction, security escorts of vessels and security zone enforcement. This vessel has been designed with less than lethal force options built in as well as the ability to support underwater search-and-recovery operations. The range and capabilities of this vessel increases the response capability of the entire region; it will be capable of assisting in mass evacuation and search and rescue response, as well as tactical operations and command and control functions during incidents.

“The fleet of boats operated by the Harris County Sheriff's Office Homeland Security Bureau Marine Unit is managed by a highly skilled group of deputies that have received specialized training in port security operations and boat operations. The sheriff's office has fostered partnerships not only with federal and local agencies that have similar missions and interests but with Industry and other organizations as well. Those partnerships include the U.S. Coast Guard, Texas Parks and Wildlife, Port of Houston Authority, Houston Ship Channel Security District, private industry and others. This partnership between the private sector, industry, local, state and federal government agencies is truly unique and beneficial to this region.”

Grave business

Last summer public works officials in Reed City, Mich., sold some of their outdated equipment, including an excavation ▶

attachment for a tractor and a utility truck, to make room for more useable items such as extra cemetery items, according to Ron Howell, city manager.

The city, which owns Woodland Cemetery, had purchased the excavation attachment in 2006 for a city council-owned tractor was found to be not large enough for grave digging and was only used once. The city's replacements to its fleets included a new patrol car for the police department, a pumper-tanker for the fire department and an excavator for digging graves.

Public health

In Houston, Texas, it's not so much the vehicles themselves that are a bit unusual, but rather it is the gadgets that are being added onto them.

Scott Packard, chief communications and public affairs officer of the Houston Health Department, is enthusiastic about a new program of mobile measuring air pollution that ran as a trial period in his department.

Installing air pollution sensors with telematics technologies on vehicles, such as animal control, waste management and public health, would turn up valuable information since the air pollution can vary greatly from one block to another. Utilizing these top-of-vehicle-mounted mobile sensors would allow a municipality to cover more territory and thus come up with remedies to manage or lessen air pollution. Smog, ozone, exhaust fumes and even the weather can play

a part in deciding where to create a bike route, buy a house or where an asthmatic child can play in a park away from such ill air.

"The mobile air monitoring program was a pilot that ran for three months last summer," said Packard. "During that time two of our Houston Health Department fleet vehicles were equipped with air monitors. There are not currently any vehicles with the monitors.

"We hope to expand the program in the future. As is the nature with pilot programs, we're evaluating the data and program and will use that information to prove the concept with the goal of ultimately seeking more funding to continue and expand the effort."

Asked if the results were given weekly or monthly, Packard said that they collected data for the duration of the pilot program and then pulled it for analysis at the end of the three-month period.

"However, the goal of the program, were it to continue or expand, is to have real-time data," said Packard. "Since this was a pilot program, the intent was to gather data and evaluate the program to determine if it's something we would pursue continuing and expanding. The mobile approach gave us data from areas that are not typically monitored at the ground level. So, we feel the data and program are valuable and have hopes of continuing and expanding it in the future."

A study from Geotab and the Environmental Defense Fund showed that combining mobile air quality sensors with telematics technologies, city vehicles could measure air pollution going on their regular itinerary. **M**

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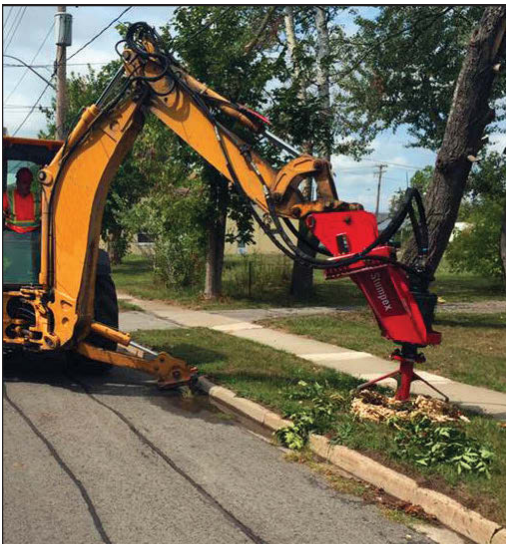


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Conway's riverwalk celebrates community's rich history

By CATEY TRAYLOR | The Municipal

Meandering along the banks of the Waccamaw, inviting tourists and residents to slow down and take in the city and its rich history, is the Conway, S.C., river boardwalk.

Originally established as the village of Kingston in 1732, Conway was a valuable resource given its proximity to the river. The city sits on a relatively high bluff for the South Carolina Lowcountry and is growing among the fastest of all cities in the state. The Grand Strand is only 12 miles to east and sees close to 20 million tourists visit the shores of the Atlantic Ocean every year, so the city is established well as a drive-through destination for tourists.

Capitalizing on its location near the river and ability to draw people in given the natural beauty of its surroundings, the city of Conway constructed a riverwalk in a four-phase installation for residents and tourists alike to enjoy.

Phase I consisted of a wooden boardwalk built over the Waccamaw River, connecting to Riverfront Park and was finished in 1993. Phase II consisted of the building of Riverfront Park — its playground, stage, pedestrian seating and landscaping — and was finished in 2001. Phase III included restrooms, arched gateways, the burying of utilities, landscaping, new docks and a fountain; it was finished in 2009. Phase IV is underway now, which is the private-side development of the land side of the riverwalk, and will tie everything together.

“Conway has long strived to stay authentic and true to its history and heritage while growing at one of the fastest rates in the country. Rather than capitalize on the beach industry, we focus on ecotourism and a pace that matches the flow of the Waccamaw River. The



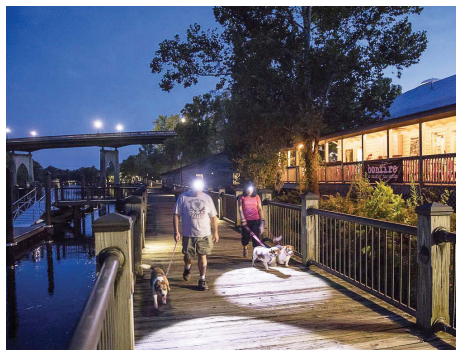
The Conway, S.C., Riverwalk is popular with residents and visitors alike, connecting people with the beautiful Waccamaw River. (Photo provided)

riverwalk represents and demonstrates some of the best of the city,” said City Administrator Adam Emrick.

The riverwalk, a huge draw for residents and tourists alike, features docks for dozens of boats, one restaurant with another being reconstructed in the historic Lower River Warehouse, a number of other

LEFT: The riverwalk often finds itself as a backdrop for all kinds of photos, particularly proms, engagements, weddings and other special events. (Photo provided)

RIGHT: Flooding has been a major challenge for the Conway Riverwalk, with floods occurring in 2013, 2015, 2016 and 2018. After each flooding event, maintenance is completed to get the riverwalk back in a safe condition. (Photo provided)



The riverwalk offers the perfect opportunity for recreation. It is also located near plenty of restaurants. (Photo provided)

restaurants within walking distance, two marinas and one of the most popular parks in the Southeast.

Along with daily use as a spot for exercise, sightseeing and taking walks, the riverwalk plays a large role in the most memorable events of residents' lives.

"Every prom, engagement, wedding and special event uses the riverwalk for its canvas for photographs," Emrick said. "Wedding events have often sprung up around it, capitalizing on its natural beauty."

In addition to personal life events, citywide celebrations and traditions take place on the riverwalk. According to Emrick, the Conway Chamber of Commerce has hosted Riverfest for 39 years along the riverwalk and Riverfront Park. This event draws thousands of locals and tourists to celebrate Independence Day and the heritage of the Waccamaw River. In addition, many 5K events have utilized Riverfront Park and portions of the riverwalk for their runs.

While a vital part of life in the city, the riverwalk isn't without challenges. Flooding, in particular, has plagued the community and its beloved structure on a number of occasions. In Emrick's immediate memory, he recalls floods in 2013, 2015, 2016 and 2018.

"Each flood was worse than the last," he said. "In each of these floods, the riverwalk was submerged in flood waters for several weeks."

The riverwalk was constructed with flooding in mind, but man-made materials can only stand the test of time against nature for so long before they are impacted.




For greater longevity, the riverwalk was constructed from extra thick decking to prevent decay from flooding. The current boards are at the end of their lifespan and will be replaced before summer with boards that use newer treated lumber techniques. (Photo provided)

"We now anticipate flooding every fall and hope we are wrong, but we're ready," Emrick said. "When the riverwalk was constructed, extra thick decking was installed to prevent decay from flooding; however, these deck boards are now at the end of their lifespan and will be replaced before this summer. The new decking will utilize newer treated lumber techniques to also stem the damage from flooding."

After each flooding event, maintenance, beyond the usual preventative operations, is necessary to get the riverwalk back in a condition that's safe for everyday use. This includes replacing boards and nails, reducing tripping hazards, testing walkway lighting and updating any electrical components that may have been damaged.

Looking to the future, the riverwalk continues to be a central point of attention for the city and its officials, being factored into plans in a major way.

"The city completed a master plan in 2016 to better tie the riverwalk area and the historic downtown area together," Emrick said. "A big piece of this plan was extending the riverwalk an additional 800 feet from the end of the current riverwalk to the Fourth Avenue bridge. This will also connect a National Register church and cemetery to a restaurant and new development tract. The future for this section of the riverwalk is great, as this will likely be one of the main entrances to the riverwalk once complete." 

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

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

APRIL

April 2-4 New England Parking Council Annual Conference and Trade Show
Hartford, Conn.
newenglandparkingcouncil.org/events

April 7-9 Fire Department Training Network Live-Fire Training Camp
Indianapolis, Ind.
www.fctraining.com/training/courses

April 8-13 FDIC International 2019
Indianapolis, Ind.
www.fdic.com

April 15-17 NAFA Institute and Expo
Louisville, Ky.
nafainstitute.org

April 23-26 Advanced Clean Transportation Expo
Long Beach Convention Center, Long Beach, Calif.
www.actexpo.com

April 23-26 2019 GIS-T Symposium
Omni Orlando at Champions Gate, Kissimmee, Fla.
<https://gis-t.transportation.org/>

April 24-25 National Fire and Emergency Services Symposium and Dinner
Washington, D.C.
www.cfsi.org/2019-dinner/

April 24-26 North American Active Assailant Conference
Woodside Bible Church, 6600 Rochester Road, Troy, Mich.
jetzin@fhgov.com

April 24-26 Navigator 2019
National Harbor, Md.
<https://navigator.emergencydispatch.org/>

April 24-26 2019 Parking Association of Georgia Conference
Marriott Evergreen Resort and Convention Center, Stone Mountain, Ga.
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.
www.afdsny.org/annual_meeting_and_conference.php

May 2-4 VOCS Symposium in the West
Embassy Suites Phoenix-Scottsdale, Phoenix, Ariz.
www.iafc.org/events/vcos-west-conf

May 4-7 Alabama League of Municipalities Annual Convention
Arthur R. Outlaw Convention Center, Mobile, Ala.
www.alalm.org/annual-convention.html

May 5-7 NYCOM Annual Meeting and Training School
Otesaga Hotel, Cooperstown, N.Y.
www.nycom.org/meetings-training/conferences.html

May 6-9 WasteExpo
Las Vegas Convention Center, Las Vegas, Nev.
www.wasteexpo.com

MAY

May 17-19 Lancaster County Firemen's Association Annual Fire Expo
Pennsylvania Farm Show & Expo Center, Harrisburg, Pa.
www.lcfa.com

May 19-22 North American Snow Conference
Salt Lake City, Utah
www.apwa.net

May 19-23 Community Transportation Association of America Expo
Palm Springs, Calif.
<https://ctaa.org/expo/>

May 20-23 AWEA WindPower
Houston, Texas
www.windpowerexpo.org

JUNE

June 2-5 EUFMC 2019
Williamsburg Lodge and Conference Center, Williamsburg, Va.
www.eufmc.com

June 5-7 Fire-Rescue Med 2019
M Resort, Henderson, Nev.
www.iafc.org/events/frm

June 9-12 International Parking & Mobility Institute Conference and Expo
Anaheim, Calif.
www.parking-mobility.org

June 9-12 PRIMA 19 Conference
Orlando, Fla.
conference.primacentral.org

June 9-12 Safety 2019
Ernest N. Morial New Orleans Convention Center, New Orleans, La.
safety.assp.org

JUNE

June 12-14 Wyoming Association of Municipalities Summer Conference
Sheridan, Wyo.
<https://wyomuni.org/events/>

June 12-14 Arkansas Municipal League 85th Annual Convention
Little Rock, Ark.
www.arml.org

June 12-15 NYS AFC 113th Annual Conference & Fire 2019 Expo
The Oncenter, Syracuse, N.Y.
www.nysfirechiefs.com/fire2019

June 13-16 International Hazardous Materials Response Teams Conference
Hilton Baltimore, Baltimore, Md.
iafc.org/events/hazmat-conf

June 17-20 NFPA Conference and Expo
San Antonio, Texas
www.nfpa.org

June 17-20 Government Fleet Expo and Conference (GFX)
Ernest N. Morial New Orleans Convention Center, New Orleans, La.
www.governmentfleetexpo.com

June 18-21 Colorado Municipal League Annual Conference
Breckenridge, Colo.
www.cml.org

June 21-25 Georgia Municipal Association Annual Convention
Savannah Convention Center, Savannah, Ga.
www.gmanet.com/Training-Events/Annual-Convention.aspx

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Alabama county workers clear roads more quickly with cooperative purchasing



Equipment operators in a rural Alabama county are using a new wheeled excavator to turn difficult road work into a cakewalk, and residents are actually thanking them with sweet treats.

Looking at a map, you can find Covington County, Ala., sitting atop the western end of the Florida Panhandle. Covington's citizens get the joys of living a short drive from the beaches lining the Gulf of Mexico, but that also means they get the wet, hot weather the region is known for. Those warm, daily rains create a perfect environment for intrusive vegetation.

Weeds, bushes and trees grow into ditches, rights of way, and often into the roadway themselves, creating safety risks

by reducing adequate travel paths and blocking drivers from seeing other cars along the road. That's why in 2018 Covington County designated a few staff members to work on clearing away the weeds and brush full time, and why they now use a wheeled excavator for the job.

County officials are tasked with clearing vegetation from 1,290 miles of road. Consider the plants grow on both sides, which means the amount of roadway to be cleared is doubled. That's more than 2,580 miles — a smidge below the 2,800 miles it takes to drive from Washington, D.C., to San Francisco.

"It's a very daunting task," said Lynn Ralls, Covington County engineer. "We try to keep the roads as safe as we can keep them."

In the past, county employees would take tractors with a side

boom mower attached to tackle the brush. The clearing process was tedious; the equipment longevity would not take the abuse over time and with breakdowns became cost prohibitive.

Ralls is always looking for efficiencies. Having a rural community of 38,000 residents means county financing is usually pretty tight.

He decided to invest in bigger equipment to make the process more efficient and turned to Sourcewell to find the best excavator for the county, eventually purchasing a Volvo EW180E.

"It's a huge advantage pricewise and timewise," Ralls said of Sourcewell. "It was pretty quick, and it was easy to make a decision."

Ralls finalized his decision after local equipment dealer John



Covington County, Ala., workers are now clearing four to five weeks' worth of road brush in two days, which is making happier residents.

Edwards from Cowin Equipment had him visit Santa Rosa County in nearby Florida to see the wheeled excavator.

“We went and looked at the machine. We basically made our decision off that,” said Ralls.

They started operating their excavator in January 2018 with a crew of two and saw immediate results. Areas that used to take four or five weeks can now be cleared in two days. The wheeled excavator allows them to drive along the road, utilizing the 32.8-foot reach of the EW180E to go up high above taller trees and slice them down with the cutter. Covington’s operators also utilize multiple cameras to keep themselves and others safe during the cutting. (Watch a video of a Covington County crew clearing brush at <https://sourcewell.co/2xSvMa9>.)

“It’s really versatile,” said Tommy Cantaline, Covington County wheeled excavator foreman. “At the end of the day, you can turn

and see what you’ve done. You can accomplish a lot in a day’s time.”

Cantaline and his crew attach a Pro Mac cutter to the end of the double boom to take down everything from high grass to splicing whole trees. They feel safer using these machines and enjoy the ease of driving a wheeled excavator to a site instead of hauling a crawler and risking any damage to the road with the tracks.

“We’ve actually dedicated a crew strictly to doing this,” Ralls said. “Citizens see the difference. We get



By using Sourcewell’s Volvo dealer cooperative contract, county leaders capture time/money savings, while choosing the right equipment for the job.

a better product out of our cutting now.”

People are so happy to have their dirt and paved roads cleared of the aggressive brush and trees that they bring the operators gifts.

“They’ve thanked us with red velvet cake and brownies,” said Cantaline. “The mail ladies just love us.”

About Sourcewell

Sourcewell — formerly National Joint Powers Alliance — is a self-supporting government organization, partnering with education, government and nonprofits to boost student and community success. Created in 1978 as one of Minnesota’s nine service cooperatives, it offers training and shared services to its central Minnesota members. Throughout North America, it offers a cooperative purchasing program with over 300 awarded vendors on contract. Sourcewell is driven by service and the ability to strategically reinvest in member communities.





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NAFA announces 2019 board of directors

NAFA, the vehicle fleet industry's largest membership association, announces its 2019 officers and board of directors, elected on Feb. 21.

Chosen as officers for the 2019-2020 board of directors are:



- President — Patti Earley, CAFM, fleet fueling operations supervisor, Florida Power & Light
- Senior vice president — Ray Brisby, CAFM, fleet manager, Calgary Fire Department
- Vice president — Mike Camnetar, CAFM, regional vice president, business development, LeasePlan USA
- Secretary/treasurer — Kathy Wellik, CAFM, fleet director, Iowa State University Transportation Services
- Immediate past president — Bryan Flansburg, CAFM, location manager, First Student

For information, visit www.nafa.org.

Sourcewell initiative focuses on public safety needs, procurement

STAPLES, MINN. — Sourcewell is joining forces with two national experts in public safety, procurement and purchasing to reinforce its commitment to members in the public safety industry.



Crosby Grindle and Keely Maroney of Cooperative Services LLC are partnering with Sourcewell, a leader in cooperative purchasing solutions — bringing with them a combined 40-plus years of experience in public safety, procurement and purchasing.

Grindle has 30 years of experience as a uniformed first responder and leader, specifically in the fire and rescue industry. He also brings long-standing experience and professional relationships with several credible procurement and purchasing organizations, as well as public safety related industry management, including eight years in cooperative procurement development.

Maroney most recently worked her way from account manager and contracting and operations manager to the director of operations for a national public cooperative procurement organization with over 32,000-member organizations, specializing in public safety.

Stertil-Koni welcomes John Sliney as assistant service manager

STEVENSVILLE, MD. — Stertil-Koni, the leader in heavy-duty vehicle lifts — notably bus lifts and truck lifts — has announced that John Sliney has joined the company as assistant service manager.

In this capacity, Sliney will provide a broad range of activities, including technical support, equipment troubleshooting assistance, vehicle lift installation oversight and heavy-duty lift equipment training for Stertil-Koni's exclusive distributor network across North America and their customers.



John Sliney

Sliney is not new to vehicle lifts and Stertil-Koni, having previously worked as a service technician for Reeder Distributor, an exclusive Stertil-Koni dealer of the company's lift products, headquartered in Fort Worth, Texas. His experience includes servicing automotive lifts, alignment machines, tire machines, brake lathes, industrial fans, heavy-duty lifts, bulk oil systems and bulk fuel systems. He also was a welder, rebuilt starters and alternators and worked for a brake and alignment shop.

Sliney spends his off time participating in drag racing, and in 2017, he achieved a lifelong dream to own and race a nostalgic front engine dragster, the "Memory Maker." John resides in Haslet, Texas.



Memory Maker

Fourth annual North American Active Assailant Conference

TROY, MICH. — The North American Active Assailant Conference, April 24-26, is intended for law enforcement, fire department, ambulance service, corporate security, hospital and emergency management personnel. It will provide firsthand collaborative debriefs of some of the largest active assailant incidents in recent history from representatives of the lead law enforcement and fire service agencies involved. Presentations will also include information on what administrative and operational changes have been made in the aftermath of those tragedies.

The conference will occur at Woodside Bible Church, Troy Campus, 6600 Rochester Road, Troy, Mich. Attendance is limited to 2,000 and all participants will need to pre-register.

Conference organizers are also thrilled to report what we hope will be a long-standing collaboration with the prestigious National Patrol Rifle Competition. Specifically, NAAAC pre-conferences will be offered on Wednesday, April 24, the general conference over the following two days and the 20th annual NPRC on Saturday, April 27. Attendees may opt to attend pre-conferences, the general conference and/or the NPRC, but the competition will involve a separate registration process and fee.

For information, contact Farmington Hills Fire Department Emergency Medical Services Coordinator Jim Etzin at jetzin@fhgov.com or (248) 871-2807, or visit <http://centermassinc.com/national-patrol-rifle-conference>.

News releases regarding personnel changes, other non-product-related company changes, association news and awards are printed as space allows. Priority will be given to advertisers and affiliates. Releases not printed in the magazine can be found online at www.themunicipal.com. Call

(800) 733-4111, ext. 2307, or email swright@the-papers.com.

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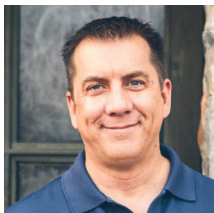


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When digested, heroin quickly metabolizes into opioid agonists that produce an intense “rush.” Heroin can cross the blood-brain barrier very quickly because it is more soluble in water. (Shutterstock.com)

The horrific high of heroin



Mark Ashby | Guest columnist
*Executive director,
LEAD Impairment Training*

HEROIN, OR DIACETYLMORPHINE, HAS BEEN AROUND for a long time. It was first discovered by C.R. Alder Wright in 1874 by working with the chemical structure of morphine.¹ As many of you already know, we get morphine from the opium poppy. The complete manufacturing process is outlined in the National Geographic Special titled “Drugs Inc. — Heroin.” The 46-minute program can be viewed on-line at nationalgeographic.com.²

According to the North Metro Drug Task Force, there has been a substantial increase in heroin seizures just over the last two years. In 2010, approximately 62 seizures were completed. By September 2012, the seizures rose to 185 in a single year. That is a 200 percent increase just in this one enforcement area.³

So what is heroin? How does it work? Why is it so addictive? Finally, how does it present itself in a person contacted for driving under the influence?

Heroin is one of the most commonly abused forms of narcotics. Narcotic analgesics are often referred to as pain killers. Heroin is a morphine derivative. Morphine is opium’s most active ingredient.

Heroin was widely used as medication in the early 20th Century. When the dangerous addiction properties were recognized in 1924, the Heroin Act made it illegal.⁴ Afghanistan produces the majority of the world’s supply of heroin; however, Mexico’s production levels have increased 600 percent over the past four years putting it in second place.

Heroin is known by many names, including dope, junk, smack and H. It is classified as a Schedule 1 drug by the Drug Enforcement Administration.

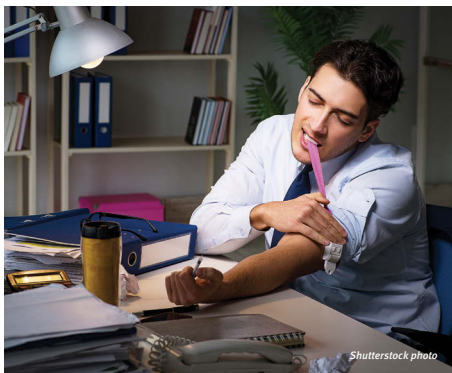
Heroin itself is believed to be inactive, but when it is ingested, it quickly metabolizes into opioid agonists that produce an intense “rush.” Heroin can cross the blood-brain barrier very quickly because it is more soluble in water. It also forms a more concentrated solution than other drugs like morphine.

It is reported that most users prefer to inject the drug because of the direct route the chemical takes to the brain. When smoked, users report a rapid delivery but with a lower high. When injected into a muscle — IM — or snorted, there is a slower onset and less intense high.⁵ The onset of the high is approximately three to five seconds when intravenous injection is used. When smoked, heroin can take five to 15 seconds with a milder onset. When intra-muscular injections are used, the onset can take five to 10 minutes. When heroin is snorted, the time increases to two to 10 minutes.⁶ The duration of heroin can last between two to four hours.⁷

Heroin has been reported as a drug that is immediately addictive to some users. Heroin works by flooding the brain’s opioid receptor sites. This “flooding” action causes the brain to release chemicals that



Delayed responses or movements, facial itching, appearing to fall asleep, significant psycho-motor impairment and constricted pupils can all be signs of a heroin impairment. (Shutterstock.com)



provide us with “reward.” This same action also produces a high level of physical dependency.

The positive effects include feelings of euphoria and well-being, relaxation, sedation and pain relief. Negative effects can include nausea or vomiting, constipation, dizziness and blackouts. Heroin causes rapid tolerance and physical dependence. When the euphoric effects are added, this leads many people to become addicted. The subject is required to use more and more of the drug to produce the same effects.

How do people under the influence of heroin act like? Heroin is a narcotic analgesic. It affects the autonomic nervous system or involuntary nervous system. It causes a person’s heartbeat to slow, body temperature to drop and blood pressure to become lowered. Breathing will become slower as will all physical movements.


Many of the body’s muscles will become affected, too. These include the digestive system and the pupils. When you look at a person under the influence of heroin, one of the possible observations will be very constricted pupils. With narcotics it isn’t unusual to see a person with their pupils around 1 millimeter in size with little to no reaction to any light.

In a workplace setting these are the most likely signs of impairment that you will see:

- Delayed responses or movements. I have had a man suspected of being under the influence take almost four minutes to respond to my question, “What is your name?”
- Facial itching. Many narcotics release histamines into your body. These are the same histamines that cause your eyes to itch from allergies. Typically, you can see a person scratching their face when this is occurring.
- “On the Nod.” Subjects will appear to fall asleep. This often occurs while they are in mid-sentence or even standing. During

roadsides, I had a man go “on the nod” for almost 90 seconds while performing the finger to nose maneuver.

- Significant psycho-motor impairment displayed during the contact.
- Constricted pupils. As explained above, many subjects will have very constricted pupils that are not or are very slightly reactive to light. This occurs no matter if it’s bright or dark outside.⁸

If you suspect that someone may be under the influence of heroin, it is best to always establish impairment by following your training. If you want or need training on how to identify employees who are under the influence of alcohol or other chemicals, contact Mark Ashby at mark@ileadit.net. 

Mark Ashby is a retired 24-year veteran police officer who specialized in the detection of drug-impaired persons. Ashby is the executive director of LEAD Impairment Training, offering training and oral fluid random testing programs for corporate companies

1. <http://en.wikipedia.org/wiki/Heroin>
2. <http://channel.nationalgeographic.com/channel/videos/heroin/>
3. North Metro Drug Task Force, October 2012.
4. American Council for Drug Education, <http://www.acde.org/common/Heroin.htm>
5. Heroin Basics, http://www.erowid.org/chemicals/heroin/heroin_basics.shtml
6. Tennessee Association of Alcohol, Drug and Addiction Services, <http://www.taadas.org/factsheets/heroinFacts.htm>
7. Heroin Basics, http://www.erowid.org/chemicals/heroin/heroin_basics.shtml
8. NHTSA Drug Classification and Evaluation Program, 2012



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When it comes to where we live, we want it to be safe from natural disasters, crime and so on. To determine where Americans can feel most secure, WalletHub compared more than 180 cities across 39 key indicators of safety.

“In order to determine the safest cities in which to live, WalletHub compared 182 cities, plus at least two of the most populated cities in each state — across three key dimensions: 1) Home & Community Safety, 2) Natural-Disaster Risk and 3) Financial Safety,” its website states.

Within these dimensions, several key indicators helped divide up the points and these included things like the presence of terrorist attacks; number of mass shootings; thefts per capita; sex offenders per capita; various types of natural disasters that could occur in the location; unemployment rates; share of uninsured population; fraud and other complaints per capita; and more.

Columbia, Md., came out ahead with a total score of 85.98. It ranked fourth in the “Home & Community Safety” dimension, 63 in “Natural-Disaster Risk” and 34 in “Financial Safety.”

The entire top 10 is listed below with their overall scores.



Columbia, Md. - 85.98



South Burlington, Vt. - 84.94



Plano, Texas - 84.11



Virginia Beach, Va. - 83.67



Warwick, R.I. - 83.46



Gilbert, Ariz. - 83.31



Yonkers, N.Y. - 83.28



Bismarck, N.D. - 82.66



Nashua, N.H. - 82.37



Boise, Idaho - 82.15

A

Alumitank 7

American Highway Products Ltd. 27

Angeion Group..... 62

APWA, Public Works Expo..... 15

APWA, Snow Conference..... 58

B

Bonnell Industries..... **Back Cover**

Buyers Products Company 63

C

Clearspan Fabric Structures 45

D

D & D Instruments..... 32

E

ECM Performance 20

Electromark 32

F

Fecon Incorporated 45

Fluid Control Services, Incorporated 52

Franmar, Incorporated 16

G

Global Environmental Products 2

I

ICOM America Incorporated 3

Imel Motors 59

International Code Council..... **Cover, 10-11**

K

Kimtek Research 27

L

Land Pride 14

Larry Stigers Equipment Trailers & Trucks 5

Legacy Building Solutions 26

Lube-A-Boom..... 16

M

Monroe Truck..... 16

N

National Construction Rentals 33

O

Omega Industrial Products..... 21

S

Sensible Products 32

Sign Guardian 26

Sourcewell..... **Company Profile, 50-51**

Strongwell 9

T

Tech Products 49

Tire Service Equipment..... 55

Trinity Highway Products, LLC..... 33

W

Wisconsin Surplus Auctions..... 49

Z

Zip's Truck Equipment..... 53

Zoll Medical Corporation..... 44

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**If You Purchased Liquid Aluminum Sulfate In The United States
Directly From a Defendant From January 1, 1997 Through February 28, 2011,
You Could Be Affected By Proposed Class Action Settlements**

Please read this entire Notice carefully. These Settlements may affect your rights.

YOU ARE HEREBY NOTIFIED, pursuant to Rule 23 of the Federal Rules of Civil Procedure and an Order of the United States District Court for the District of New Jersey, that the class action lawsuit captioned *In Re: Liquid Aluminum Sulfate Antitrust Litigation*, Civil Action No. 16-md-2687 (JLL) (JAD) (“Action”) has been preliminarily certified as a class action for the purposes of settlement only and that proposed partial settlements of the Action (“Settlements”) have been reached.

The first Settlement is between Direct Purchaser Class Plaintiffs¹ and settling defendant Kemira Chemicals, Inc. (“Kemira”). Kemira has agreed to pay \$3.8 million in cash. The second Settlement is between the Direct Purchaser Class Plaintiffs and Chemtrade Logistics Income Fund; General Chemical Corporation; General Chemical LLC; General Chemical Performance Products, LLC; Chemtrade Chemicals Corporation; Chemtrade Chemicals US LLC; and Chemtrade Solutions, LLC (together, “Chemtrade”). Chemtrade has agreed to pay \$51 million in cash, plus assign certain indemnity rights against the former owners of General Chemical Corp. **The Settlements do not release any claims of Direct Purchaser Class Plaintiffs and the other members of the Direct Purchaser Settlement Class (as defined below) against any other Defendant named in the Action and litigation against those Defendants is ongoing.**²

WHAT IS THIS LAWSUIT ABOUT?

The lawsuit claims that Kemira and Chemtrade participated in a conspiracy – with other Defendants in the Action and unnamed co-conspirators – to allocate territories and/or not to compete for each other’s historical business by rigging bids, allocating customers, and fixing, stabilizing, and maintaining the price of liquid aluminum sulfate (“Alum”) sold in the United States from January 1, 1997 to at least February 28, 2011 in violation of the federal antitrust laws. Kemira and Chemtrade deny all of Direct Purchaser Class Plaintiffs’ claims and deny all wrongdoing.

The Court has not made any decision on the merits of Direct Purchaser Class Plaintiffs’ claims against Kemira or Chemtrade because the parties have agreed to settle the claims. On February 6, 2019, the Court granted preliminary approval of the Settlements.

AM I A MEMBER OF THE DIRECT PURCHASER SETTLEMENT CLASS?

The Direct Purchaser Settlement Class consists of all persons or entities that purchased Alum in the United States directly from a Defendant from January 1, 1997 through February 28, 2011. Excluded from the Direct Purchaser Settlement Class are (1) Defendants and their respective parents, subsidiaries, and affiliates, and (2) any Direct Purchaser Settlement Class Members who timely and validly elect to be excluded from the Direct Purchaser Settlement Class.

WHAT DO THE SETTLEMENTS PROVIDE?

In accordance with the terms of the Settlements, Kemira has agreed to pay \$3.8 million in cash. Chemtrade has agreed to pay at least \$51 million. The foregoing monetary amounts and any accrued interest are referred to herein as the “Settlement Funds.” If you are a Direct Purchaser Settlement Class Member and do not request exclusion from the Direct Purchaser Settlement Class, you may be eligible to receive a payment from the Settlement Funds.

Every Direct Purchaser Settlement Class Member who submits a valid claim will receive their pro rata share of the Settlement Funds based on: (1) the Direct Purchaser Settlement Class Member’s eligible purchases of Alum; (2) the total money available to pay claims; (3) the total dollar value of all valid claims submitted; and (4) the cost of settlement administration and notice and Court-awarded attorneys’ fees and expenses. Interim DPP Lead Counsel will seek an award of attorneys’ fees up to 33.3% of the total consideration made available to the Direct Purchaser Settlement Class to compensate all of the lawyers and their law firms that have worked on this Action since its inception. Interim DPP Lead Counsel will also seek reimbursement of the costs and expenses advanced on behalf of the Direct Purchaser Settlement Class, and up to \$40,000 for each of the Director Purchaser Class Plaintiffs. All Court-awarded attorneys’ fees, expenses and case contribution awards will be paid from the Settlement Funds. Interim DPP Lead Counsel’s application for attorneys’ fees, expenses and case contribution awards will be available for review on the Settlement website, www.liquidaluminumdirectsettlement.com, once it is filed with the Court on or before March 22, 2019.

HOW DO I RECEIVE A PAYMENT FROM THE SETTLEMENTS?

To qualify for a payment, you must complete and submit a valid Claim Form, available at www.liquidaluminumdirectsettlement.com. Be sure to provide all of the information the Claim Form requests, sign it, and mail it by first-class mail, or submit it online at www.liquidaluminumdirectsettlement.com, **postmarked or received no later than June 13, 2019**, to: *Liquid Aluminum Sulfate Antitrust Litigation – Chemtrade Direct Purchaser Settlements*, c/o Settlement Administrator, P.O. Box 30097, Philadelphia, PA 19103. If the Court approves the Settlements, payments from the Settlement Funds will be distributed, on a *pro rata* basis at a later date, to Direct Purchaser Settlement Class Members who submit valid and timely Claim Forms. If you have any questions regarding your eligibility to participate in the Settlements or need assistance completing your Claim Form, please contact the Court-appointed Settlement Administrator, at the above address or by calling 1-855-338-6128. **If you previously submitted a Claim Form in connection with the settlement with the GEO Settling Parties, you need not submit another Claim Form for these Settlements.**

CAN I EXCLUDE MYSELF FROM THE DIRECT PURCHASER SETTLEMENT CLASS?

If you want to keep the right to sue or continue to sue Kemira and/or Chemtrade about the legal issues in this case, then you must exclude yourself from the Direct Purchaser Settlement Class. **If you exclude yourself from the Direct Purchaser Settlement Class, you will not get any payment from the Settlements.** To exclude yourself, you must send a letter to the Settlement Administrator, **so it is received no later than April 2, 2019**, stating that you want to be excluded from the Direct Purchaser Settlement Class. The mailed notice and the Settlement website, www.liquidaluminumdirectsettlement.com, have instructions regarding how to request exclusion.

HOW DO I OBJECT TO THE SETTLEMENTS?

You can object to either of the Settlements, plan of distribution, or the request for attorneys’ fees, expenses, and case contribution awards if you are a Direct Purchaser Settlement Class Member and have not requested exclusion. To object, you must file your written objection and any supporting materials with the Court and mail copies to counsel, **so it is received no later than April 2, 2019**. The mailed notice and the Settlement website, www.liquidaluminumdirectsettlement.com, have instructions regarding how to object.

WHAT IF I DO NOTHING?

If you do nothing, you will not receive a payment from the Settlement Funds, but you will remain in the Direct Purchaser Settlement Class, and you will be bound by the releases regarding the claims in this case as set forth in paragraphs 15-16 of the Settlement Agreements, available in their entirety on the Settlement website, www.liquidaluminumdirectsettlement.com. **The only way to qualify for a payment from the Settlements is to submit a Claim Form.**

WHO REPRESENTS ME?

The Court appointed James E. Cecchi, Esq. of Carell, Byrne, Cecchi, Olstein, Brody & Agnello, P.C. as Interim DPP Lead Counsel to represent the Direct Purchaser Settlement Class. If you want to be represented by your own lawyer, you may hire one at your own expense.

WHEN WILL THE JUDGE DECIDE WHETHER TO APPROVE THE SETTLEMENTS?

The Court will hold a final fairness hearing to decide whether to approve the terms of the Settlements at **1:30 p.m. on April 17, 2019 in Courtroom 5D**, at the Martin Luther King, Jr. Building & U.S. Courthouse, 50 Walnut Street, Newark, New Jersey 07101. If there are objections, the Court will consider them but may still approve the Settlements. You may appear at the hearing, but you are not required to do so. The hearing may be rescheduled without notice to the Direct Purchaser Settlement Class, so if you plan to attend, please periodically check the Settlement website for any updates.

This notice is only a summary. For more information regarding this lawsuit and the Settlements, please visit the Settlement website, www.liquidaluminumdirectsettlement.com.

¹ Direct Purchaser Class Plaintiffs are Central Arkansas Water; City of Charlotte, North Carolina; City and County of Denver, Colorado, acting by and through its board of Water Commissioners; Flambeau River Papers, LLC; City of Greensboro, North Carolina; Mobile Area Water and Sewer System; City of Rochester, Minnesota; City of Sacramento, California; SUEZ Water Environmental Services Inc.; SUEZ Water New Jersey Inc.; SUEZ Water Princeton Meadows Inc.; SUEZ Water New York Inc.; SUEZ Water Pennsylvania Inc.; and City of Texarkana, Arkansas and City of Texarkana, Texas, d/b/a Texarkana Water Utilities.

² The named defendants are General Chemical Corporation, General Chemical Performance Products, LLC, General Chemical LLC, GenTek Inc., Chemtrade Logistics Income Fund, Chemtrade Logistics Inc., Chemtrade Chemicals Corporation, Chemtrade Chemicals US, LLC, Chemtrade Solutions, LLC, C&S Chemicals, Inc., GEO Specialty Chemicals, Inc., USALCO, LLC, Kemira Chemicals, Inc., Southern Ionics, Inc., American Securities, Inc., Frank A. Reichl, Brian C. Steppig, Vincent J. Opalewski, Alex Avraamides, Amita Gupta, Kenneth A. Ghazey, and Milton Sundbeck (collectively, “Defendants”).

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