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April 2016



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On the Cover

The latest tool to make firefighting easier is the Pro500™ Tank Liner from Husky Portable Containment. Pictured with the new, expandable liner product are Brad Bruno, director of sales; Pam Claeys, vice president and co-owner of Husky Portable Containment; and Jay Claeys, president and co-owner of the company. (Photo provided)



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publication manager

KIM GROSS

kgross@the-papers.com



editor

JODI MARLIN

jmarlin@the-papers.com



account executive

NANCY BUCHER

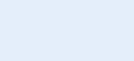
nancy@themunicipal.com



account executive

REES WOODCOCK

rees@themunicipal.com



graphic designer

RICHARD AGUIRRE

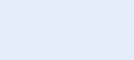
raguirre@the-papers.com



business manager

COLLETTE KNEPP

CKnepp@the-papers.com



mail manager

JUSTIN BAILEY



director of marketing

KIP SCHUMM

kschumm@the-papers.com



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Significant funding issues plague EMS, fire service



Jodi Marlin | Editor

IN A STORY BY JULIE YOUNG IN THIS month's issue, The Municipal visits the problem of EMS being called to treat and transport hospice patients: something Medicare and Medicaid will not pay for unless prior authorization is received from a hospice provider or hospice facility. This is a costly problem for EMS providers because often, when such a call is not paid by Medicare and Medicaid, the ill person does not have the means to pay it himself or herself and the uncollectable bill becomes a write-off.

Most EMS providers are already so financially strained that write-offs are a sore issue. Unfortunately, my understanding is that HIPAA laws prevents solutions such as a protocol for in-home hospice care to contact emergency services and tell them that a patient is involved with hospice. That seemed like an easy solution to me. But then again, even if it were possible, could any significant numbers of patients or EMS services really be

served by placing the responsibility on hospice organizations to perform the notification?

In Texas, a voluntary mobile integrated health care program offers a more organized solution and adds accountability and oversight. In situations where that extra layer is not feasible, though, I wish there were another option.


For another article that takes aim at the delicate financial situation balanced by fire and EMS agencies, writer Sarah Wright spoke with two gentlemen who have front-line knowledge of how much the pool of grant money available to fire service organizations has changed. It's not negligible, but this sad situation is compounded by the fact that a significant number of departments have become discouraged enough that they've simply stopped applying for them.

Certainly, matching grants can be a bit of a challenge; in particular for smaller, rural communities. "Even a 5 percent match can be daunting, especially if a department is doing pancake breakfasts just to put fuel in the tank," said Dave Finger, chief of Legislative and Regulatory Affairs for the National Volunteer Fire Council.

A recommendation from Jerry Brant, grant writer for FireGrantsHelp and EMSGrantsHelp, is to plan multiple fundraisers to

match the grant. Be specific about what the department needs the money for during such efforts, he advised.

Another significant stumbling block is the extensive correspondence of SAM information. Even when a department has the specific information necessary to surmount it, a couple of other unnecessary hurdles are sometimes littering the path. These include taking a global view of their presentation by pulling back and thinking about whether it contains enough background and explanatory information. Too often, inexperienced grant writers forget that the grant review board isn't familiar with the size of a particular department; its history; situations that limit (or enhance) its function; local weather and geography issues that dictate additional rules of operation; or anything else. As Wright found, departments must keep in mind that the people reviewing a grant application are complete strangers to the particular city, department and situations involved. Without that in mind, a lot of details get left out.

I hope you find Wright's and all of our articles this month helpful; or at least entertaining, perhaps in the case of the Saltwater Cowboys of Chincoteague Volunteer Fire Service on page 26. 

Jodi Marlin

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LEFT: Local firefighters take advantage of Husky Portable Containment's Easy Lift Handles for portable water tanks. (Photo provided)

RIGHT & FAR RIGHT: Husky's PRO500 Tank Liner, a new and exciting fireground solution, adds up to 500 gallons of water while still fitting a customer's existing frame. (Photos provided)

BELOW: Folding Frame Tank Racks made by Husky Portable Containment feature stainless steel construction with a manual release mechanism. (Photo provided)

By JODI MARLIN | The Municipal

NOW IN ITS 11TH YEAR, THE experience behind Husky Portable Containment has propelled the responsive company to the premier leadership position in fire industry innovation.

First on the market with Easy Lift Handles (U.S. Patent No. 8,746,478 and other patents pending) for portable water tanks, the company is now excited to offer the biggest fireground solution on the market today: the PRO500™ Tank Liner. This new generation replacement liner is in high demand because it adds up to 500 gallons of water while still fitting a customer's existing frame—a tremendous cost-saving advantage.

To create the PRO500™ Tank Liner, Husky welded four exterior bladders to a standard tank liner and offers the option of deploying a single bag, two, three or all four. When they're not necessary, deploy none at all. Flexibility like this allows the call to be made on the fireground regarding how many there's room to deploy and what the expected water volume need will be. Holding more water on the site is crucial to the water shuttle movement:

More is better. The versatility of the PRO500™ Tank Liner design allows it to be installed in the Skinny® Tanks. These tanks are built with one-lane, back roads in mind. Set up the Skinny® Tank on one side of the road and all-important fire tanker traffic will be able to pass without affecting the operation, bringing water from both directions. Add the PRO500™ Tank Liner and decide how much extra capacity can be added given the landscape around the scene.

Extensive research was carried out by Husky to determine the optimum size of tank expansions. As a result, firefighters can be assured that stability won't be compromised even if all four bladders are deployed. Those studies and tests revealed too large of a bladder with too much volume will compromise the structural integrity of the tank and, most importantly, the safety of those around it. Extremely

large-capacity bladders coming off the tank are capable of dragging the tank and anyone around it into a ditch or drop off next to the tank. The PRO500™ Tank Liner can be altered by adding another bladder or two, achieving 125 gallons to 250 gallons above the already 500 gallon capacity; but Husky suggests the bladders stay at its recommended lengths. Husky Portable Containment Company refuses to put equipment and lives at risk by overstepping that threshold.

Husky can manufacture these tanks in several liner fabrics, including its exclusive EXLON® material, which has the best abrasion qualities for a 22-ounce product in the industry.





Combined with the company's patented Easy Lift Handles (U.S. Patent No. 8,746,478 and other patents pending), the liner is already at the vanguard of the industry. Even so, "the real advantage to this is that people can use their current frame, yet add capacity," said Jay Claeys, president of Husky Portable Containment and co-owner of the company.

Fire departments across the country seem to agree, especially those in rural areas with limited budgets handcuffing them on what they can spend for new equipment, such as a new frame.

The Pro500 Tank Liner™ is only the latest in an unbroken line of pragmatic and dependable firefighting solutions from Husky Portable Containment.

Thanks to another superstar product in the Husky lineup, that added volume doesn't require the purchase have to buy a new rack. Although the company excels at creating custom racks, the Pro500 Tank Liner™ fits existing ones.

For rigs that are in the market for a new rack anyway, though, consider the fact that Husky is now building portable tank racks that mount on the side of the truck. These lightweight, sturdy racks feature a manual release mechanism and are designed for easy installation, perfecting an already-existing product. They're made from aluminum or stainless

steel and fully enclosed: Add windbreaks only, or choose the most economical version with just the exposed framework. A quick-installation, bolt-in item, all Husky portable racks are also TIG welded; and they're manually operated, putting them within the budgets of rural and smaller departments.

"We keep our pricing in check," said Claeys. Effectively, Husky puts out a better product at a price that's accessible to every department.

Husky Portable Containment's Environmental Products division is no less a leader in heavy-duty containment berms that stand prepared to meet the challenge of extreme temperatures, heavy use and dangerous substances.

The company received its most recent patent for Super Berm (U.S. Patent No. 9,243,415), a product highly utilized by the military. The Super Berm is effective in many industries, including the U.S. military, aviation maintenance, fleet washing, agricultural

companies, etc. Anywhere secondary containment is needed, the Super Berm has proven its durability.

Husky has put a premium on research and development, bolstering its reputation as a leading innovator. Also, it's top-notch quality control team isn't happy with anything less than a 0 percent failure rate, and Husky boasts the best warranty in the business on all of its products' welds and seams.

"It ships out and something happens, we take care of it immediately; and if that means replacing, it we do it," said Claeys.

Dealing with Husky is a pleasure for one more reason: its capable and friendly customer service.

"We pride ourselves on it," said Claeys. "Everyone's knowledgeable, and we have production and sales meetings throughout the week so if there's an issue, everyone's aware and on top of it." ■

To see just how reliable the Pro 500™ Tank Liner, portable tank racks and Husky Super Berm products are, contact a Husky Portable Containment representative today at **(800) 260-9950**.



RIGHT: Installation of a portable containment rack from Husky takes only minutes. (Photo provided)

'Duck Tape Capital of the World' Avon, Ohio

The relationship between Avon, Ohio, and some super-sticky tape is one that just won't let go. The city has beknighted itself with one of the nation's most down-to-earth acclamations of purported global fame: "The Duck Tape Capital of the World."



Situated in Lorain County, 20 miles west of Cleveland, Avon came by the designation courtesy of one of its largest employers, ShurTech Brands LLC, makers of a variety of multi-surface adhesives such as Duck Tape, Shurtape, Frog Tape and Painter's Mate Green. The company moved its headquarters to the city of just over 22,000 residents in 1996, and neither the business nor the municipality wasted much time leveraging the product's fame for mutual benefit.

The celebratory centerpiece of the Duck Tape capital is an annual, three-day Heritage Duck Tape Festival, held every Father's Day weekend. Now in its 13th year, the event draws a sizable crowd. "We hit 50,000 last year, despite some weather challenges," said Mayor Brian Jensen.

"It has been a positive and has grown each year," he noted. "It started with 10,000 to 15,000 (people) and has grown in a short time. We have schools and community businesses now that have taken it upon themselves, three months ahead of the festival, to get their parade floats ready."

The city appreciates the attention, though the weekend "certainly is a little crazy," according to Jensen. "It is a huge feather in our cap to have a company that not only generates revenues but that exposes the community and gets our name used. They are a great community-based business."

Avon derives other benefits from the quintessentially blue collar attraction as well.

"This is a family activity," said the mayor, who was elected to office in November 2013. "I would compare it to a county fair atmosphere. We have rides and kids activities, and we try to cover the whole gamut. We are always looking for things that are family-oriented."

The bulk of the festivities are held at the recently expanded, 98-acre Veteran's Memorial Park, located a couple miles southwest of



LEFT: A young man takes Duck Tape back to its namesake at the 2015 Duck Tape Festival in Avon, Ohio. (Photo provided)

TOP RIGHT: Duck Tape is suitable for creating all sorts of party wear, contestants prove. (Photo provided)

RIGHT: At the Duck Tape Festival held each Father's Day weekend in Avon, Ohio, the "Duck Tape Capital of the World," a main event is the "Stuck at Prom" Scholarship Contest. Prizes go to the young people who designs and builds the most attractive prom wear out of Duck Tape. Pictured is one of the 2015 winners. (Photo provided)

downtown. The event is so popular that the city is installing another park entrance to accommodate the ever-increasing traffic.

Avon also provides public safety services at the festival, including police, fire and rescue. In addition, "we make sure they have electric power, water and traffic control."

The community has come to expect the festival, and much of the town turns out to sit and watch the parade. Most of the festival-goers are local, but Jensen noted the attendance by visitors from contiguous states, particularly Indiana. "There is almost a following that goes along with what happens here," he said.

Attendees jump into duct tape-themed activities like life-size sculptures; an arts and crafts tent; a fashion show; and the crowning of "Duck Tape Dad of the Year." Fireworks, food vendors, family games, a scavenger hunt and live entertainment are staples.

On the web

For more information about the festival, visit www.ducktapefestival.com.



Davidson College

Davidson, N.C.



Most modern-day communities were founded by individuals and were named after their founder. Davidson, N.C., follows about half that tradition.

Davidson, N.C., was settled in 1837 when Davidson College — now Davidson University — located there. Pictured are a few members of Davidson's faculty in 1873, six years before the town's first municipal council was organized. (Photo provided)

The lakeside town of 11,750 was named after its founder, Davidson College, which was named after Brigadier General William Lee Davidson, a local Revolutionary War hero whose estate donated the land for the school.

The Presbyterian college was established in 1837. "The town grew

up around it," according to Jan Blodgett, the college's archivist and records management coordinator. Faculty members at the college served as the town leaders. "They didn't organize a town council until 1879," she said.

Before the town's incorporation, the college provided for police and fire services.

"Students and staff were part of the volunteer fire department," said Blodgett. The tradition is still carried on in Davidson. "Our current fire chief was a volunteer as a student."

The college also served as community ombudsman. "People would come to faculty members for issues like road repair," said Blodgett.

For the next several decades, local cotton mills spurred the town's growth. By 1910 Davidson had grown to 500 residents, a figure that tripled over the next 10 years.

Davidson College also grew, becoming Davidson University. The institution continued to contribute vital services to the town, providing its first water and electricity systems after the turn of the 20th century.

The campus has since moved east to accommodate the growth of the municipality. "Much of the town is now on the western side of what was university property," Blodgett said.

Though fewer townspeople are now connected with the university and its nearly 2,000 students, Davidson is dedicated to preserving its rustic essence. ■



The company also holds an annual scholarship contest, giving away \$51,000 in cash prizes each year to young people who make clothing and other items out of the central product. Visit www.stuckatprom.com to view previous entries and to get step-by-step instructions how to create a duct tape corsage, clutch purse, bow tie and belt.

This year's theme is "What makes you proud to be an American?" so organizers are prepared to see a lot of red, white and blue Duck Tape creations in June.

Jensen has advice for municipalities looking to score a similarly successful attraction.

"Any time you can partner with a community-based business and brainstorm to get people out to see what is going on, that is a positive thing. Those kinds of things can make a community special, so any time you can work together, it's great." ■

Did you know?

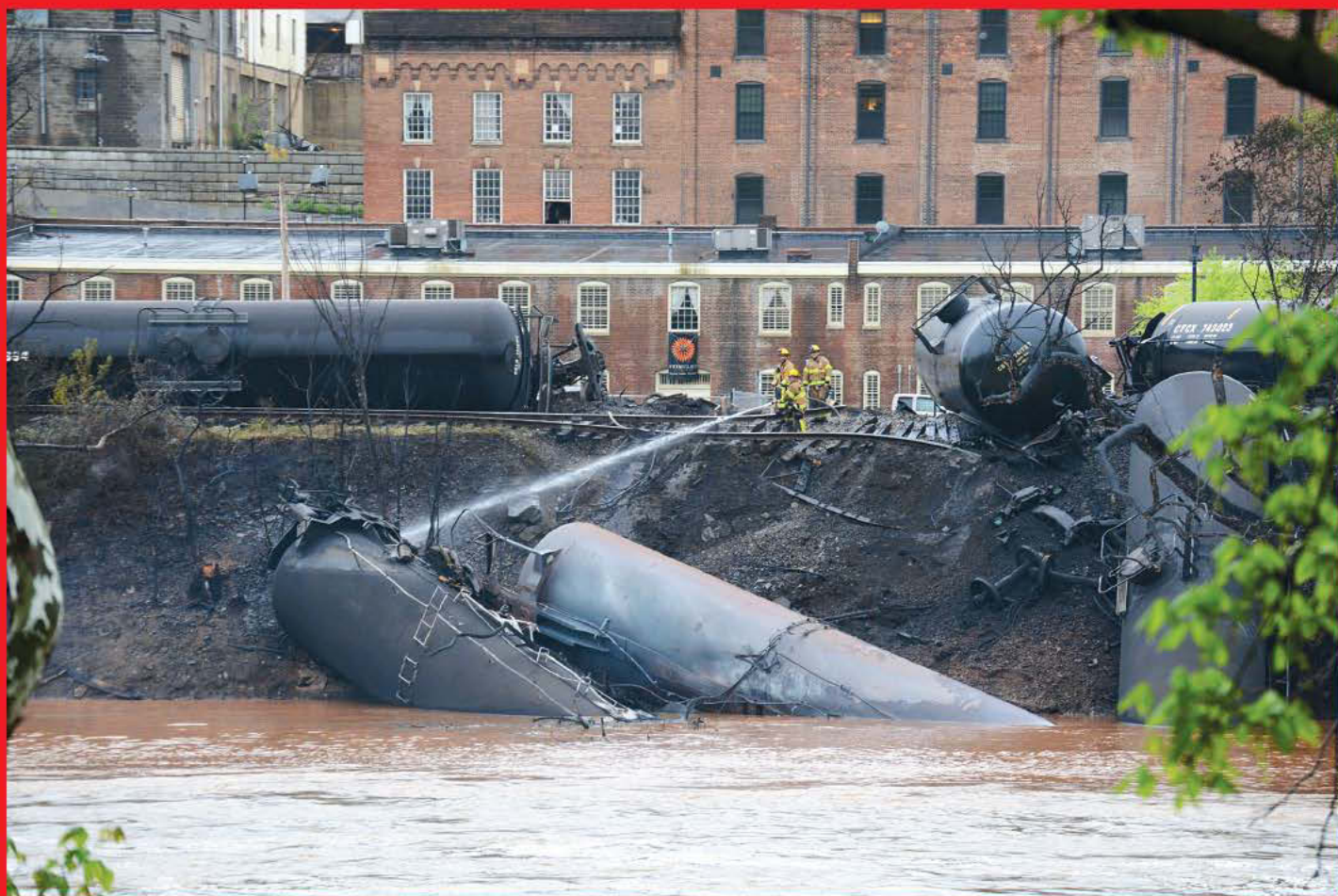
Duct tape was invented during World War II and used for Jeep repair and as stopgap battlefield bandages.



Focus on:



Firefighting & EMS



▲ FEATURED PHOTO:

Lynchburg, Va., firefighters make sure all flames are out after a CSX train containing thousands of gallons of Bakken crude oil derailed in downtown Lynchburg in the middle of the week in 2014. Fortunately, there was no damage to city property or nearby businesses.

(Photo provided)



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WWW.ASKRAIL.US

In order to assist first responders with potential train derailment incidents, two programs have been designed to provide critical information about what's traveling on U.S. rail lines. Visit each site to request access.

For more information about responding to derailments, see page 18.



10,000

The approximate number of applications received by the Federal Emergency Management Administration each year for federal Assistance to Firefighters Grant funding. Only about 20 percent can be accepted, however, which is likely why there has been a large falloff of applicants in the last seven years.

Pictured is the total number of volunteer department applicants for the SAFER grant during the course of six fiscal years. (Information provided by National Volunteer Fire Council)

“Our public information officers were fielding inquiries all over the globe—and this went global pretty quickly.”

Source: Lynchburg, Va., Battalion Chief Robert Lipscomb

Read what the chief learned on page 20

150

Approximate number of adult ponies owned and maintained by the **Chincoteague Volunteer Fire Company** as part of a historic and ongoing fundraising effort and an international literary tradition. Tens of thousands of spectators watch the members of the department swim the pony herd from Assateague Island to Chincoteague Island each year.



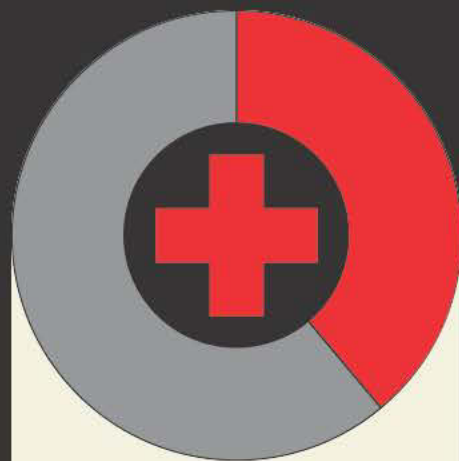
Learn more on page 26



325

Although the number of apartment structure fires fluctuated between 143,000 and 84,500 during the years 1980–2013, the number of resulting civilian casualties from the same hit a 33-year low in 2013.

www.nfpa.org/research/reports-and-statistics/fires-by-property-type/residential/apartment-structure-fires



39 percent

In a study of 178 EMTs and EMT-paramedics in one New York state community, 39.3 percent received duty calls from patients involved with hospice at least once a month—highlighting the need to educate patients and their families about the hospice/emergency response chain of command.

American Journal of Hospice & Palliative Medicine 2015, Vol. 32(2) 198–204

Learn more on page 22



Practice preparedness for potential derailments

By DENISE FEDOROW | The Municipal

There's no denying that incidents of train derailments containing hazardous materials have increased. The distinction to note, however, is between derailments of hazardous material and other derailments.

According to the National Transportation Safety Board, there are on average three train derailments per day in the United States. But Lynchburg, Va., Battalion Chief Robert Lipscomb said even fire professionals don't hear about many derailments because sometimes they do not involve hazardous materials.

"I've learned it's not a rare occurrence: it's just when they're carrying particular hazardous materials and there's a possibility of discharging the product and contaminating water is when it makes the news," he said.

What has significantly increased are incidents of derailments containing crude oil, due to the fracturing boom in the Bakken region of North Dakota, Montana and Canada. According the Associated Press, in 2014 railroads moved 493,126 tank cars of crude oil, compared to just 9,500 in 2008. Bakken crude is reportedly more volatile than other crude oils, and it was spills of that commodity that Lipscomb's department and others in Watertown, Wis.; Alma, Wis.; and Mount Carbon, W.Va., have dealt with.

Watertown, Wis.

The entire Watertown Fire Department consists of 22 full-time firefighters and 10 more on call. On Nov. 10, they responded to a train derailment.

"The day the train derailed was a Sunday, so only five full-time firefighters were on duty," Fire Chief Greg Michalek said.

Eleven of a 100-car Canadian-Pacific train carrying Bakken crude had tipped over. Several others also derailed, and the ones that were upright were leaking.

Michalek said the first step was to determine which cars and how many were leaking, and eliminate electrical sources so it didn't ignite.

"We also had a natural gas leak because the train took out a natural gas line," he explained.

One of the cars had also plowed into a cement structure.

"We didn't realize the significance of that at the time, but it wound up being a major fiber (optic) hub that ran all the way from New York to Japan," he said. It, too, was shut down for a while because it was a possible ignition source.

An overturned train near the tracks in Watertown, Wis. Watertown Fire Chief Greg Michalek said the cars that kept to the track remained upright, but all were leaking. (Photo provided)

Michalek's department had an emergency plan in place. Although they trained for all eventualities, you can't always prepare for the location of a disaster.

In this case, it happened in the best place possible. The town has a lot of overpasses, including one over a river that would have been inaccessible. They were thankful the derailment happened in a small rail yard.

Michalek felt that all in all, everything went well. The engine company was there within minutes: Firefighters applied foam to suppress the vapors and contacted the HazMat team, who plugged the leak. Thirty-three homes north of the derailment were evacuated, and the railroad put everyone up in hotels and paid for other expenses. "The railroad was very good to work with," he said.

Six mutual aid companies assisted. One ambulance and one engine responded to other calls that came in while everyone else was on scene, and most responders were released by 9:30 p.m. Sunday night. One engine stayed on scene until 8 p.m. Monday, though, because the railroad was working and using cutting torches.

"The situation looked worse than it was. The leak was relatively small, about 500-1,000 gallons," he said. "Our big concern was suppressing the vapors and shutting down any possible ignition sources."

This was Watertown's first derailment. But Michalek previously lived in a Chicago

Mobile resources for first responders

CSX Railroad's "Rail Respond" was the first program of its kind among Class 1 railroads. It provides fire, police and emergency services with easy, mobile access to critical information about what's traveling on CSX rails. The mobile website quickly identifies the contents of rail cars, and through the site, responders can have secure access to real-time information. It also provides real-time, complete train lists and other useful emergency response information designed to assist during a rail-related emergency.

First responders can request access to Rail Respond by visiting www.csxrailrespond.com. The program is a collaborative product of Operation Respond Institute and CSX's Public Safety and Technology team. It was launched in September 2014.

A month later, the ASKRAIL app was also launched. It provides the same type of information for all Class 1 railroads and Amtrak. Visit www.askrail.us to request access to this mobile application.



Members of the Watertown Fire Department spray down derailed cars of the Canadian-Pacific train in November. Fortunately, this particular derailment was contained before the leaking cars ignited. (Photo provided)

suburb and dealt with three derailments there; he felt having that experience helped in this situation.

"We were prepared for the worst case. Knowing what we were dealing with was critical, and in this case, we knew as soon as we pulled up."

Aside from having an emergency preparedness plan in place, knowing and having contact information for people with the railroad and local businesses is helpful, he felt. The other lesson the Watertown department learned was to have a large supply of foam on hand.

It was determined later that a defective rail caused the derailment: a small crack not detected by visual inspection, or even X-ray inspection.

Brewster, Ohio

Brewster, like many small towns across the U.S., was founded by the railroad and has numerous trains passing through on a daily basis. On Feb. 1 of this year, eight tanker cars of a Wheeling-Lake Erie railroad train derailed in the local rail yard.

Assistant Fire Chief Jennifer Mohler said smoke was visible when first responders arrived on scene, and firefighters were met by railroad staff. "We

knew it was hazardous materials, but nothing further."

Chief Chris Colucy, an engineer with another railroad, said the way the tanker car was sitting, responders couldn't read the placard that tells what the car contains. It was already dark when the fire broke out, which, combined with the amount of smoke, made the job more difficult.


Not taking any chances, the HazMat team was called in and evacuations began. Brewster has a population of 2,112, and 300–500 residents and several nearby businesses were evacuated.

Colucy grabbed a flashlight, binoculars and a trainmaster and set off to find out what was in the cars. They determined the tankers contained "residue," which could be 500 gallons or 1,000 gallons of a substance.

"It could've been worse, but communication—having someone with paperwork sooner—would've been helpful," he said.

Mohler's department learned the importance of having an incident command system in place and practicing it. She said the derailment was of a much larger scale than what Brewster usually deals with, and responders were fielding calls from Homeland Security, the Environmental Protection Services, the NTSB and the media.

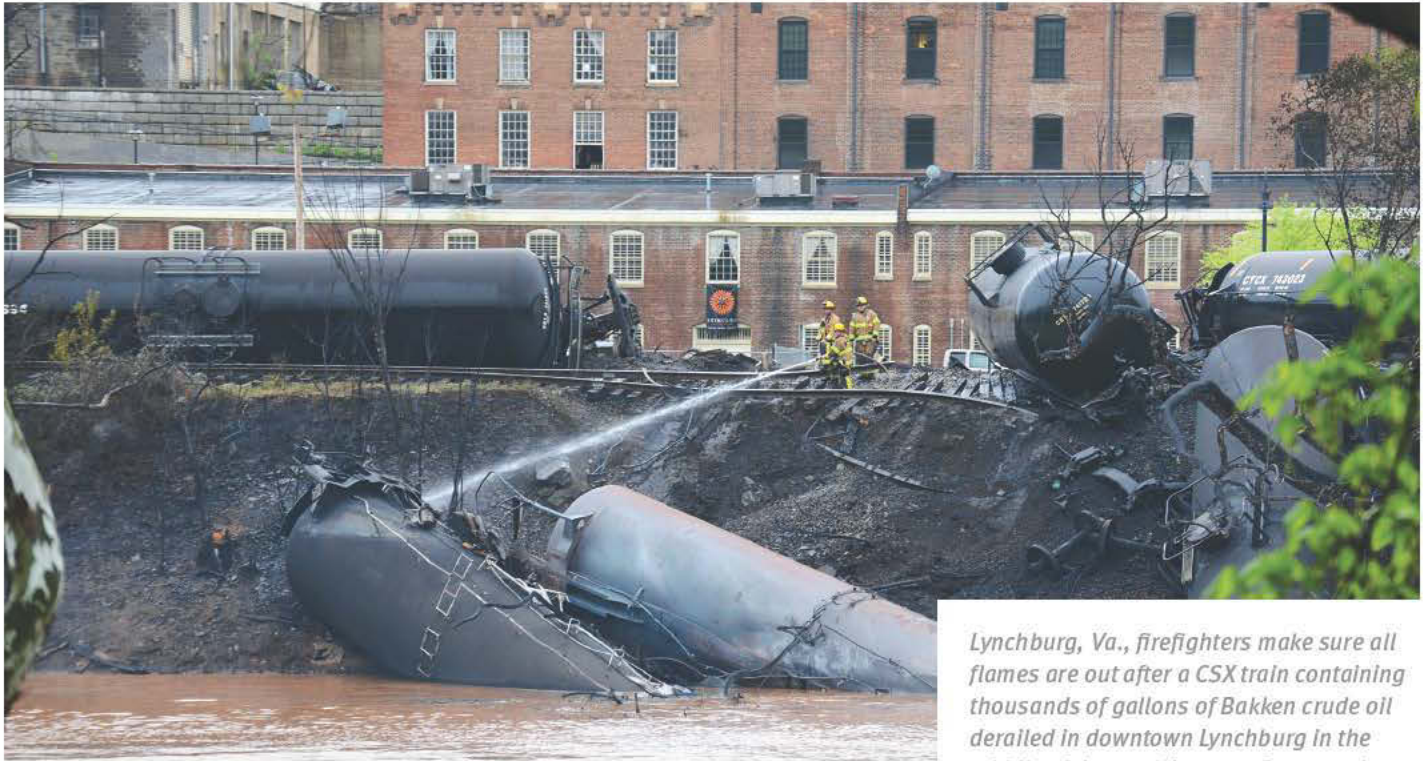
"It definitely took away that sense that it wouldn't happen here—it was an eye-opener," she said.

The Federal Railroad Association determined two of the eight cars that derailed contained isobutene and the other six contained natural gas. The fire was out in two hours with no injuries. The cause is still under investigation. 



Patch photo provided; App illustration: Shutterstock & Richard Aguirre

Lynchburg responds to the big one



By DENISE FEDOROW | The Municipal

Lynchburg, Va., firefighters make sure all flames are out after a CSX train containing thousands of gallons of Bakken crude oil derailed in downtown Lynchburg in the middle of the week in 2014. Fortunately, there was no damage to city property or nearby businesses. (Photo provided)

Ever since a derailment and fire that occurred in Lynchburg, Va., on April 30, 2014, Battalion Chief Robert Lipscomb has been traveling across the U.S. giving talks about what the Lynchburg Fire Department learned from the experience.

In that incident, 17 cars of a 105-car tanker train carrying about 3 million gallons of crude oil jumped the tracks, sending up black plumes of smoke. Three of the cars careened into the James River. There were no injuries, but what made Lynchburg's derailment significant was the location and time of the event: downtown, at about 2 p.m. on a Wednesday afternoon. Fortunately, there was no city property damage, but there was some contamination of the water.

As in other communities where a derailment has occurred, determining what was on fire, how many cars were involved, assessing the scope of the emergency and swiftly evacuating the area were responders' top priorities. Immediately setting up an instant command system was also critical: in this case, a much-expanded ICS.

"Our public information officers were fielding inquiries all over the globe — and this went global pretty quickly," Lipscomb remembered. Locations as far-flung as Algeria and Dublin, Ireland, reached out for information, demonstrating the extent of the debate about transporting Bakken oil by rail.

Since the time of the Lynchburg derailment, railroads have set up a system that first responders can access, which includes the contents of each car. CSX was the first to do so.

Knowing what each car contained would have been extremely helpful in the moment, Lipscomb said.

Because of the timing of the derailment, fire administrators were working and available — unlike at Watertown, Wis., a small town where a crude oil shipment derailed last year. At Lynchburg, fire administrators also brought in

a civilian employee who deals with finances for the purpose of tracking costs while on the scene. Lipscomb learned that it's important to have all of these relevant individuals as part of a department's ICS, and to have seconds-in-command in case the initial person is on vacation. People need to be involved who wouldn't normally be involved in an average disaster call.

In particular, having that person to track costs and one who understands the proper forms, as well as the Federal Emergency Management Agency's schedule of reimbursements, is important. Lynchburg's person tracked overtime hours, apparatus use hours and costs for incidentals like cases of Gatorade or water and buckets of sand. Any expense dealing directly with the incident is reimbursable.

"I don't know how many jurisdictions have this, but we have a unique code for incidents and all the money spent for that incident — whether it's a blizzard, a storm or a derailment — is listed under that code so they just have to add up one column," Lipscomb said. ■



In the Lynchburg incident several of the cars careened into the James River and burst into flames. The fire was put out within a couple of hours and there were no injuries; but there was some contamination of the water. (Photo provided)

LIPSCOMB'S TAKEAWAYS

1. In a derailment situation, your jurisdiction may become overwhelmed. Be sure to have mutual aid agreements in place.

2. The incident command chief will need assistance. Lipscomb brought in an aide right away.


3. This will be an expanded ICS. Include logistic officers, section chiefs, finance officer, public information officers, etc.

4. Consider having a unified command system with law enforcement. They will be your allies in traffic control, evacuations and more. Include the railroad in your command system.

5. Be prepared for "alphabet soup," meaning everyone from A to Z will be showing up at the scene and/or calling. "We had 15 different agencies showing up to help. It was overwhelming," Lipscomb said. In addition, there will be media from local, national and possibly even international sources.

6. The railroad is going to mobilize quickly. Railroad officials will want to put the incident back in the bottle ASAP.

7. Be prepared for an investigation. Not all derailments are investigated by the NTSB, but Lynchburg's was. The investigation may be quite different than what you expect.

8. Cost Recovery: Have someone trained in the FEMA schedule and other forms, and track every penny so it can be reimbursed. Lynchburg's derailment costs were about \$72,000; \$27,000 of that was in overtime. 

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EMS response to hospice calls



LEFT: Given the rate of billing write-offs, it's in the best interest of a community for its 911 call center to try to determine if a call is regarding a hospice patient. Medicare and Medicaid will not reimburse for transports of hospice patients if agency-specific protocols haven't been followed. (Shutterstock photo)

BELOW: In the case of injury or other medical situation involving a hospice patient, it's important the hospice nurse get the first call so he or she can obtain clearance to call emergency responders. (Shutterstock photo)

By JULIE YOUNG | The Municipal

ON THE SURFACE, IT APPEARS to be routine. A family member panics as their loved one struggles to breathe or slips into a state of unconsciousness. He or she does the first thing that comes to mind in an emergency situation and dials 911. An EMS team races to the location and does what they are trained to do: After stabilizing the individual, they transport him to the nearest emergency room.

However, this is not a run-of-the-mill dispatch. This is a hospice patient, and that changes the ball game.

It's a scene with which John Sponholtz, RN, AEMT, has had plenty of experience with as an emergency medical responder with the Tisch Mills Fire Department near Green Bay, Wis., and as a case manager with Unity Hospice. When a patient's medical condition no longer responds to cure-oriented treatment, he is often transitioned to hospice care, which provides comfort and support to

patients and family members as they deal with end-of-life issues.

"There are a lot of conditions that may qualify a patient for hospice care, but as a general rule, it is for patients whose doctors would not be surprised if they died of their diagnosis within the next six months," he said. "Of course there is no stamp on their head or anything. It can be longer than that or less. We had a guy who was in hospice for five years, but that's definitely the exception and not the rule."

When an individual transitions to hospice care, whether in the home or at another facility, a hospice nurse becomes the first point of contact for all of his medical needs. This nurse checks in with the patient on a regular basis and administers any medications

needed to keep him comfortable while also preventing unnecessary 911 calls, emergency room visits and hospital admissions. In addition, hospice nurses help patients and family members know which symptoms may be a natural part of disease progression and which might require a different level of care.

"When everyone follows the chain of command it works well, and the longer someone is in hospice, the better the system functions," Sponholtz said. "However, in those early days, family members may still be in denial about what is happening. When they see a change in their loved one, they immediately call 911 because they think 911 can fix everything."

Unfortunately, it can't. Although there are times when a patient's injury or situation is unrelated to his terminal diagnoses, it is important the hospice nurse be the first call in order to get clearance to call 911. Medicare and Medicaid pay for hospice, and once someone is in that end-of-life-stage of care, they will no longer pay for medical services that have not been authorized by the hospice team.

"If it's a true medical emergency, the hospice nurse calls 911 and then enters a code so that Medicare will cover the expense, but if the family bypasses the nurse in order to call 911, the EMS team will show up at the door and do what they have been trained to do, without knowing the service isn't covered."

Uncovered services cost EMS, families and hospitals millions. Sponholtz has been working with communities, EMS personnel and families to encourage an understanding of how hospice works, what to look for and how best to deal with an uncertain 911 call. ▶





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He has also been working with fire departments in Atlanta and other cities to create protocols that determine if an individual may be a hospice patient; and if so, to direct the caller to contact the hospice nurse. He also encourages EMS workers to take note of signs in the house that may indicate the individual is a hospice patient, like oxygen tanks, syringes of morphine or a do-not-resuscitate order, so that they do not preempt someone's plan of care.


He reiterated that it's important to educate the family on the hospice chain of command so that they don't make a mistake and dial 911 first.

"It would be nice if we could just register all hospice patients so that EMS teams would

know who they are. But HIPPA regulations prohibit that kind of blanket registration," Sponholtz said.

Voluntary mobile integrated health care programs have been established in the Fort Worth, Texas, area and are showing promise in creating an opportunity for hospice and EMS providers to work together in the patient's best interest. In this type of system, patients elect to enroll in a MIH, which partners with local 911 dispatch to let responders know that the individual is a hospice patient. When a 911 call is received from an MIH patient, a mobile health care paramedic joins the EMS team in the ambulance while a call is placed to the patient's hospice nurse.

At the scene the MHP assesses the situation to determine if the issue is part of the person's hospice plan. EMS responders may administer on-site comfort care and remind the family of the patient's wishes until the hospice nurse arrives to take over. This alleviates the need for costly transport and the accidental revocation of a person's hospice benefit and insures everyone complies with the patient's advanced directives.

"More has to be done to educate the public on the chain of command involved in a hospice situation and find ways of helping EMS and hospice personnel interact better for the benefit of the patients they serve," Sponholtz said. 



If the caregiver of a hospice patient contacts 911, EMS will show up at the door and do what they have been trained to do — without knowing the service isn't covered. (Shutterstock photo)

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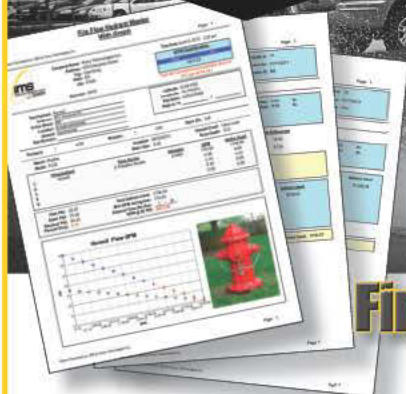
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Chincoteague Volunteer Fire Company

Where it's OK to horse around



By BARB SIEMINSKI | The Municipal

The volunteer fire company of Chincoteague, Va., has its share of cowboys; and the island village of nearly 3,000 is glad, as are visitors from around the globe who crowd the tiny resort area each July.

After the release of Marguerite Henry's beloved children's book of 1947, "Misty of Chincoteague," its sequels and a 1961 Disney movie, Chincoteague shot to worldwide fame. What charmed readers was the village's wildly popular pony swim and the Saltwater Cowboys who herd the wild horses.

The book begins with an account of a centuries-old wreck of a galleon on the shores of nearby Assateague Island. The Spanish mustangs in the hold swam to safety and became

feral as time passed. Fast-forward many decades and brother and sister Paul and Maureen Beebe earn money to buy Phantom, a Chincoteague mare whose foal is Misty, the titled pony. Other events follow, including a race which Phantom wins; but to the dismay of the children, she then swims back across the narrow channel to Assateague, to follow the siren song of a stallion.

In 20th century real life, several catastrophic fires in Chincoteague motivated the

Onlookers watch as wild ponies swim from Assateague Island to Chincoteague Island. The animals are headed for carnival grounds, where the foals will be auctioned off. The following day the adult horses are sent back to Assateague to replenish the herd for another year. (Photo provided)

community to update its woefully lacking firefighting equipment. In 1925, during an annual roundup designed to thin the wild herds on Assateague Island—a 37-mile long barrier island, two-thirds of which belongs to Maryland and one-third of which lies in Virginia—the fire company held a carnival to raise the needed funds. Over 15 wild colts



Members of the Volunteer Fire Company of Chincoteague, Va., herd wild ponies through the streets of Chincoteague after making them swim the Assateague Channel. (Photo provided)



Riders from the fire department, and their mounts, are shuttled to Assateague Island to begin the annual Pony Penning. (Photo provided)

“This tradition is carried on generation after generation, which makes this group one big family.”

were sold to benefit the department, making the carnival a huge success. Bolstered by the positive response, it continued to hold the carnival annually and in 1947 started its own herd by purchasing ponies from local owners. That herd, too, was moved to Assateague, where the government allowed publicly owned herds to graze on newly established Chincoteague National Wildlife Refuge.

Each July a roundup of the horses takes place during what’s called “Pony Penning Days.” It’s done by riders affectionately termed “Saltwater Cowboys,” during a slack tide. The horsemen and horsewomen transport their own mounts across the channel from Chincoteague to Assateague, herd the wild ponies into the water and ride with them back across the low, narrow channel to Chincoteague. The foals are auctioned off and proceeds go toward the volunteer fire company to purchase firefighting gear and veterinary care for the horses.

Lieutenant John Lewis of the Chincoteague Volunteer Fire Company is the co-chair of the committee that oversees the ponies. He grew up around the fire department and ponies.


“My grandfather, father and I have all been Saltwater Cowboys, and this tradition is carried on generation after generation, which makes this group one big family,” said Lewis, a member of the department since 2004. “The Saltwater Cowboys are made up of fire company members and volunteers. They’re all skilled and experienced riders who come from all over and are always willing to help. It’s like a big homecoming to see everyone who helps out at the roundups, putting in countless hours to make sure the ponies are cared for and

everything goes off without a hitch. They really give the community that small-town feel and always welcome others.”

According to Lewis, the most memorable pony penning was in 2013. A big storm rolled in seemingly from nowhere, right when the cowboys were putting the ponies in the water.

“It was raining very hard with lightning and strong winds, making it difficult to see. This was an extremely dangerous situation when you’re trying to control 150 ponies down a marsh line to the swim site. You have a huge crowd of people watching the swim standing in the marsh, on boats, in the water, and we were on our horses, which were standing in water up to their chests. The storm came up so fast no one had time to shelter.”

The squall passed after only 15 minutes, but it produced one of the coldest rains Lewis had ever felt. He considers it very fortunate that no one was hurt during that penning.

A tragedy did occur last May, however, when the most popular and legendary horse since Misty, Surfer Dude, a stunning chestnut stallion, was discovered dead in a remote clearing. His death was attributed to a very harsh winter that took its toll on the herd. 

Chincoteague Volunteer Fire Company’s quint rests outside the station.



Localization in the fire service

By LAUREN CAGGIANO | The Municipal

Two public-private partnerships in the Midwest have addressed a local fire department's concern as well as a cultural component of one firehouse neighborhood.

Joliet, Ill., is home to NASCAR-themed Fire Station No. 3, said to be one of few like it in the nation. The \$1.6 million station opened in 2013 at 450 Laraway Road to help provide coverage on the south side of town, according to Chief Joseph Formhals. There existed a duplication in coverage with the station's original location, 319 Grove St.

A federal grant made it possible to relocate Station No. 3 near the Chicagoland Speedway racetrack, which better served the needs of the community. The move helped the station improve response times, positioned it to better handle future growth and eliminated

duplicated coverage in some areas between stations No. 1 and No. 3.

City officials used a combination of the grant, a \$100,000 contribution from CenterPoint Industries and land donated by the speedway to build the station. The city's portion of the project totaled about \$492,815.

A relationship with the Dale Earnhardt Foundation proved to be fruitful, too. The foundation's mission is to continue Dale's legacy through charitable programs and grants that sustain his lifelong commitment to children, education and environmental/wildlife preservation.

Formhals said a few of his colleagues approached foundation officials about using Earnhardt's trademarked number, three, on the exterior of the facility. The foundation agreed. The "3" located on the station tower is designed to look the same as the number three on Earnhardt's cars. A likeness of his signature is beneath the number on the tower.

What followed was a good working relationship with the track, Formhals said. He noted that Station No. 3 paramedics staff many of the events at the racetrack, so it's been great exposure for his fire station and for firefighting in general.

The department operates with nine front line Advanced Life Support ambulances and nine advanced life support fire engines. Joliet currently has 206 paramedics who take care of the community's pre-hospital medical needs. The fire department provides emergency services for numerous local and national events, including Joliet Slammers Baseball; NASCAR Sprint Cup Truck Series and Nationwide Series; Indy Car and ARCA racing and the Richard Petty Driving School at the Chicagoland Speedway; NHRA events at the Route 66 Raceway, the Joliet Autobahn Country Club and Grand Prix; Joliet Central, Joliet West and Plainfield South High School football games; plus many other special events for the city.

The Greenwood Fire Department, in the city of Greenwood, Ind., jumped behind the wheel in a different way last year to head off future personnel shortages. It's reaping the rewards of a partnership with the Greenwood Parks Department and Greenwood Rotary Club, which are coming together for a special initiative to encourage recreation and expose children to firefighting from a young age.

According to Fire Chief James Sipe, the city has plans to construct a firefighter-themed "play pocket." A play pocket is a small playground with an educational theme that's often near a trail. This one will be located in a park adjacent to Fire Station 91. It will be two stories high, feature two slides and be customized for the department. The project's footprint will be about 40 feet by 60 feet and will be scalable ►



A NASCAR-themed fire station in Joliet, Ill., was facilitated by a donation of land from the Chicagoland Speedway. (Photo provided)

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A firefighter-themed play pocket coming to Greenwood, Ind., and located near Fire Station 91 will encourage play and expose children to the firefighting profession. (Photo provided)

as well. "Once we establish the main piece, we can grow it along the trail," Sipe said.

The design will mimic fire engines, with a similar layout, colors and graphics. The hope is to encourage children to play the role of firefighter, as well as to encourage play in general.

"It will have two to three items to give kids and parents a discussion topic," he said.

Perhaps the biggest selling point of the project is the shared investment. The total cost will be about \$100,000, with Greenwood Rotary Club contributing \$20,000; Greenwood parks, \$30,000; and the fire department, \$50,000 toward the \$100,000 total obligation.

The fire department's portion will come from the Greenwood Fire Foundation, a 501(c)

support group of the department whose mission is to "enhance public education and community awareness of safety and wellness issues such as fire prevention, emergency medical issues, CPR and first-aid training, home safety and proper child car seat use."

"We are fortunate to have many service-based organizations looking to improve quality of life (in our community)," Sipe said about Rotary's investment.

Regarding that investment, Chief Sipe anticipates both an instant and long-lasting return.

"Kids that play on that playground one day will work in the fire station," he said.

The play pocket will take about 10 weeks to build and should be ready by spring or early summer. **M**

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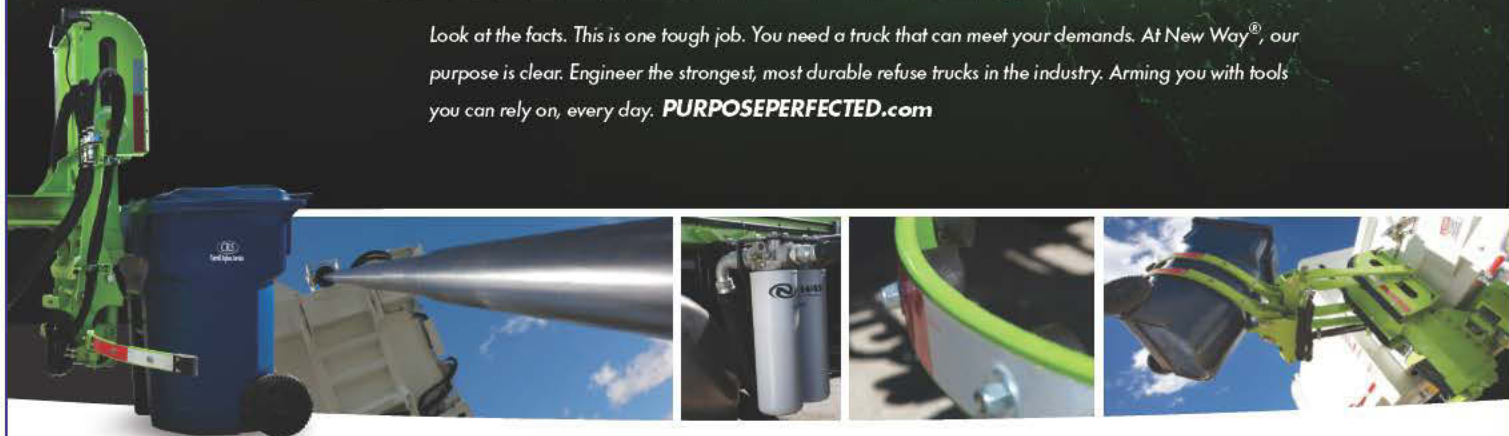
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John Maczko:

CEAM Engineer of the Year

By ANNE MEYER BYLER | The Municipal

John Maczko, winner of the City Engineers Association of Minnesota Municipal Engineer of the Year Award for 2015, has labored in several different types of engineering throughout his career. He began in traffic signal timing in 1985, later working as a signal design engineer, traffic operations engineer and city traffic engineer. Since 2003, he has been a city engineer with the metropolis of St. Paul, Minn.

Prior to his recognition by CEAM, Maczko had received several other prestigious professional honors, including:

- 2005 Nomination for Commuter Choice Award
- 2004 RiverCentre Resolution—Expressing gratitude and appreciation for outstanding service above the call of duty for having played a key role in making the 2004 Winter Carnival, ice palace and National Hockey League All-Star week a success.
- North Central Section of the Institute of Transportation Engineers' Past Presidents Award for Transportation Professional of the Year, 2001



MACZKO Q&A

Q What first got you interested in engineering?

A I LIKED BUILDING STUFF. WHEN I graduated from high school, I wanted to be an architect and started off my college career studying in that field. Through a series of events in my freshman year, I began to question what I really wanted to do, though. At the end of that year, in 1979, I was talking with a neighbor who was a civil engineer in a consulting firm. When I described my situation and what I liked to do, he suggested that what I really wanted to be was a civil engineer.

I always enjoyed the big machinery, like earth movers and bulldozers. As he explained to me, architects come up with ideas and designs, but it takes engineers to structurally design them and make them work. He also explained (that) civil engineers build roads, bridges, dams and sewer systems, and protect the environment. In a nutshell, civil engineering impacts the quality of life of people. The thought that I could contribute to improving the quality of communities excited me, because my parents were service-oriented people who instilled in me a desire to make things better. ▶



LEFT: Maczko intended to become an architect, but a wise neighbor redirected his love of building things into a career in civil engineering. (Photo provided)

ABOVE: One of the more interesting aspects of the professional career of John Maczko, city engineer with the city of St. Paul, Minn., has been to oversee construction of an annual winter ice palace. This particular palace, constructed in 2004, was designed to be toured inside and out. (Photo provided)

Q What project was the most fun to work on?

A THE MOST FUN PROJECT I WORKED ON WAS THE 2004 ICE PALACE and NHL All-Star game.

Every year since 1886, the city has hosted a winter carnival. It's one of the largest winter events in America and lasts 10 days, starting with a grand opening day parade and ending with the Torchlight Parade. Over the years, 36 ice palaces have been constructed and are always a large crowd draw. In 2004 the NHL selected St. Paul as the host city for its All-Star game, and the timing coincided with the Winter Carnival. Ultimately it was decided to show off St. Paul and the carnival with a large, walk-in ice palace. While there had been other palaces constructed, a walk-in palace had not been done since 1941. The palaces were always a big draw.

The location of the palace, downtown across from the Xcel Energy Center, posed its own challenges. I had the privilege of leading a team of people from traffic, police, fire, the NHL convention, the visitors bureau and Winter Carnival staff to bring in almost 1 million people to view the palace and participate in a very successful NHL event over 10 days. While stressful, the relationships I made with organizers and team members and the way everyone pulled together — and seeing the community pride that was exuded — makes it one of the highlights of my career.



Q What was the most difficult project you've worked on?

A THE CENTRAL CORRIDOR LIGHT RAIL TRANSIT PROJECT WAS probably the most difficult. It was an 11-mile line connecting downtown St. Paul with downtown Minneapolis, running down the middle of University Avenue, which is one of our major streets.

The project constructed an LRT facility on the dedicated guideway and reconstructed the street right-of-way from building front to building front. The almost-\$1 billion project was the largest public works project ever undertaken, at the time, in the Twin Cities. Construction was staged and took four years to finish. It was completed under traffic and needed to maintain access to multiple businesses — many of which were small businesses relying on patronage to survive. It was a true team effort of many, many people, including city, county, state and regional staff, consultants, the contractor and most importantly the business owners to complete the project on budget and on time.

The Central Corridor Light Rail Transit project was an 11-mile line connecting downtown St. Paul with downtown Minneapolis and running down the middle of an arterial street. (Photo provided)

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The 2004 St. Paul ice palace was super-sized in celebration of the concurrent National Hockey League All-Star game taking place in the city. (Wheresmysocks / Wikipedia, Creative Commons Share Alike 2.5).

Q Do you have any advice for someone considering engineering studies?

A I HIGHLY RECOMMEND CIVIL ENGINEERING. IT IS A VERY rewarding opportunity to make a difference in the quality of life of people. Civil engineering is probably the most diverse branch of engineering available. Civil engineers have opportunities in both the public and private sectors and have opportunities to focus on structural design, like buildings, bridges, tunnels, walls and dams; environmental design, like storm water management and waste water treatment; transportation, such as airports, roadways, transit, and rail; and public health, including water and wastewater treatment, to name some of the major areas.

These are those things you take for granted in your daily life as you go from point A to point B, because civil engineers work hard so you don't have to worry. Regardless of which discipline of engineering you choose, I call it a quality-of-life profession. **M**

Q What are your hobbies outside of work?

A I'VE BEEN A PAID, ON-CALL FIREFIGHTER FOR 38 YEARS FOR THE city of Mendota Heights. The last 30 years I've been their fire chief. These firefighters protect four cities consisting of 12,500 people.

I like to hunt, fish and be in the outdoors and with my family. I've been married 33 years and have three married daughters and four grandchildren.



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GOVERNMENT AGENCIES

Go orange



By CHRISTINE BEEMS | The Municipal

ASK LOCAL LEADERS WHAT ARE the conditions of their roads, and the majority will tell you that roads in their jurisdictions, having been built back in the '50s or '60s, are in need of improvement or repair."

James Baron, director of communications with the American Traffic Safety Services Association, shared wisdom garnered from 17 years of conversations with mayors, aldermen, council members,

agency leaders and other guardians of the public roadway trust.

"There are more people traveling now than there were 50 years ago," he said, relating the rise in roadway usage with the ever-increasing number of work zones. "Sometimes it seems like you can't get in your car and go from point-A to point-B without some type of a flagging operation or lane closure. Twenty years ago you might see one work zone for every 50 miles you traveled. Now, today, here in the Washington, D.C., metropolitan area where I live, it's more like every 10 miles," he said.

ATSSA realized that there were serious safety problems with work zone safety back in the late 1990s when not only were there a high number of work zone-related fatalities, but seven out of 10 people killed were motorists.



According to James Baron, director of communications with the American Traffic Safety Services Association, 15 years ago the issue of work zone awareness was nonexistent. A collaborative campaign has brought the attention of the media to the topic, however, and people are paying attention. (Photo provided)

National Work Zone Awareness Week is April 11-15

April 13 is 'Go Orange Day'

LEFT: Street and highway workers Christiana Braganti-Dunn, Rick James and Paul Knighton gathered at the National Work Zone Awareness Week Kick Off event in Virginia in 2015. The event was hosted by the Virginia Department of Transportation. (Photo provided)

RIGHT: The 2016 Work Zone Awareness Week poster. Copies can be ordered from www.atssa.com.

Those motorists were talking on cellphones, making illegal lane changes, driving drunk or driving when tired and hitting things.

"So we created a program back in 1999 called National Work Zone Awareness Week, designed to draw attention to roadway work zones. And you know, 20 years ago people didn't know what an orange sign stood for. Now the average motorist knows that an orange sign means 'construction zone.'"

Since the first work zone awareness campaign in April 2000, every state has adopted the idea of taking a week at the beginning of local road construction season to focus on work zone awareness and encourage drivers to slow down, pay attention to the orange signs, watch out for workers, not do distracting things in work zones and to stay safe.

"Fifteen years ago you would have heard nothing about work zones on the news, but now this collaborative safety awareness campaign has brought the attention of the media," said Baron. "And people are paying attention."

The effectiveness of the national safety awareness campaign proves out in numbers. Over a thousand people were killed nationwide in work zones in 1999, but in 2015 there were less than 600 deaths. Still, the overarching objective of the ATSSA is to get that number down to zero.

Baron credited the persistent work of many federal, state and local agencies with the accruing accomplishment. "It is because of what is happening locally in all 50 states," he said. "All the DOTs, all the ATSSA chapter members, state and local law enforcement officers are who is making it happen," he acknowledged.

2016 National Work Zone Awareness

Don't Be THAT



Driver!

Work on Safety. Get Home Safely. Every Day.




"You see police officers and first responders now wearing orange vests, getting in tune with the hazards that exist whether it is in a work zone or emergency situation. You never used to see that before. But they realize the importance of being seen when you're out on the roadway."

This year during National Work Zone Awareness Week, April 11-15, ATSSA is launching a new initiative so simple that every municipality across the country can do it at no cost. The Wednesday of that week, April 13, is designated 'Go Orange Day,' and the organization is encouraging everyone — not just road workers and law enforcement or emergency personnel, but mayors and police chiefs and motorists — to wear something orange to show that they support saving lives in work zones.

"So even if the mayor wears an orange tie that day, he's done his part," said Baron.

ATSSA started developing a collaborative safety campaign in December of 1999 and held the first National Work Zone Awareness Week event in April of 2000. A thousand orange highway cones were set up at the Washington Monument in D.C., which drew a crowd of people who were passing by and wanted to know what the reason was.

The successful event was replicated annually, with the location rotating between D.C., Virginia and Maryland through 2007, when the Federal Highway Administration voiced an opinion that it should occasionally be held outside of the D.C. metro area. Since then the kickoff of the national campaign has been hosted in Sacramento, Calif.; New York City, N.Y.; St. Louis, Mo.; Seattle, Wash.; and this year takes place in Toledo, Ohio. 

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Ohio to host 2016 NWZAW kickoff



LEFT: As a new law came into effect in 2014 requiring motorists to move over or slow down for all road and roadside workers, the Ohio Department of Transportation assembled a statewide coalition of organizations to mount an aggressive public awareness campaign. (Shutterstock photo)

RIGHT: The first layer of Ohio's work zone awareness campaign is adoption of the National Work Zone Awareness Week slogan "Don't Be That Driver," which calls attention to unsafe driver behavior. Bad driver behavior in highway and roadside work zones across the U.S. results in almost 600 deaths yearly. (Shutterstock photo)

By **CHRISTINE BEEMS** | The Municipal

AN INTERNATIONAL TRADE ASSOCIATION established in 1969 and headquartered in Fredericksburg, Va., the American Traffic Safety Services Association leads the nation in work zone safety training and education. With over 1,600 members nationwide and the core purpose of advancing roadway safety, it produces training programs and videos, pocket guides, protection manuals, safety handouts and certification tests and also advocates for the design, manufacture and installation of effective traffic control devices, including pavement markings, road signs, guardrails and other roadside safety features.

"Our campaigns are all directed at the safety of our people," said Paul Pegher, advisor and communications collaborator with the Ohio Department of Transportation.

Pegher is an adviser to ODOT senior staff and a collaborator with the Division of Communications since 2013. As such he designs and manages communication strategies and promotional campaigns for statewide initiatives, engaging audiences that include the general and motoring public, engineering and construction consultants, media, state and local elected officials and the department's nearly 5,000 employees.

He emphasized that the "our people" focus of his work includes not only professionals who improve the roadways, officers of the law and emergency workers, but all motorists, their passengers and pedestrians. His state earned the opportunity to host the ATSSA 2016 National Work Zone Awareness Week kickoff event this year, he said, because of its stellar reputation for generating public awareness and implementing operational policies that increase work zone safety.

"The hosts have proven that they have a really good program that is setting the pace for the whole nation," noted James Baron, ATSSA director of communications. He added that the location for the 2017 event has already been selected, but that hosting the 2018 event is still up for grabs. Interested agencies should contact ATSSA.

In December 2013, the Ohio General Assembly expanded the state's existing "Move Over Law" to include construction, utility and recovery workers in addition to law enforcement and safety personnel, who were already protected. As the law came into effect in 2014 the Ohio Department of Transportation assembled a statewide coalition of organizations to mount an aggressive public awareness campaign, reminding drivers to "Slow Down & Move Over for All Roadside Workers."

"The theme this year reflects our focus," said Pegher, explaining that the new campaign strategy has two layers. "The first layer — 'Don't Be That Driver' — is calling attention to unsafe driver behavior by reminding people that nobody would want to be 'that driver.' It's a message that has worked for us, particularly in northwest Ohio where we are seeing a record amount of construction. And we have the opportunity now to introduce this theme on the national stage.

"The second layer of our message — 'Work on Safety. Get Home Safely' — is a call to action and gives us an opening to talk about the very complicated science behind engineering a work zone and the technology and decisions that go into making work zones safe."

As with prior educational campaigns, this one includes media events, public service announcements, a broad and long-lasting social media campaign, informational exhibits at various locations and a variety of individual campaigns from coalition partners, including ATSSA Ohio, AAA Ohio, Ohio Contractors Association, OCSEA-AFSCME, Ohio Department of Public Safety, Ohio Turnpike and Infrastructure Commission, International Brotherhood of Teamsters and the Towing and Recovery Association of Ohio.

The kickoff commences at 10 a.m. Tuesday, April 12, near Toledo.

"The event will take place directly adjacent to the interchange of I-75 and I-475 in




Perrysburg, which is pretty much right in the middle of our largest continuous work zone in Ohio," said Pegher.

Seventeen different construction projects in that area were made possible thanks to Ohio Governor John Kasich's comprehensive transportation plan. "This gave us an incredible and rare opportunity to advance a number of important projects to expand capacity by decades and get all of this work done over the course of several years," he added. The combined projects, valued at roughly \$500 million, will introduce safety improvements and enhance travel efficiency to 32 miles of roadway.

In addition, the selected location draws attention to safety concerns about the highway from Findlay to Toledo, where from 2003 to 2013 70 crashes, two serious injuries, 37 total injuries and 45 incidents of property damage related to work zones took place. It also reflects the importance this highway has not just in Ohio, but from Michigan all the way to Florida. The stretch has been dubbed "Automobile Alley" for the number of vehicles that travel between Detroit and Atlanta.

As is the annual custom, this year's event features the National Work Zone Memorial, a traveling exhibit listing the names of men and women across the country who have lost their lives while working on roads and bridges. The names of three people from Ohio will be added this year, according to Pegher.

Dignitaries from the Federal Highway Administration, the Federal Motor Carrier Safety Administration, the Ohio State Highway Patrol, Department of Transportation and Turnpike Infrastructure Commission will address the assembly on various highway safety topics. Everyone who has an interest in keeping work zones safe is encouraged to attend.

"Home is the one place we all want to go," Pegher said, noting the compounding rewards of annual campaigns. "It's up to all of us to work on everyone getting there safely." 

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Predicting repair staffing, maintenance needs with VEUs



By BARB SIEMINSKI | The Municipal

In maintaining and managing a municipal fleet operation, fleet managers can take a page from the private sector's use of vehicle equivalency units to calculate the ratio of technician-to-vehicles. Put simply, using VEUs means adding up how many sedans and sedan equivalencies an agency has in order to determine how many mechanics need to be hired.

Although the whole idea of VEUs was first created by the U.S. Air Force in the 1970s, the idea is becoming more utilized by both the private and public sectors.

Another calculation includes maintenance and repair units, which involves comparing requirements of one vehicle group to another vehicle category. An example would be to compare a base vehicle, such as a passenger sedan, to a fire engine, which is larger and heavier and requires more maintenance and repair than the smaller sedan does.

Creating a chart that allows for a certain number of staff technicians to repair each

class of vehicles in the fleet is a tremendous boon for municipal fleet managers.

Mercury Associates Inc. in Rockville, Md., provides comprehensive fuel and fleet management consulting services to state and local governments, federal governments and private companies. According to Randy Owen, senior vice president and co-founder, using VEUs allows fleet managers to justify staffing requirements through a quantitative process, rather than experience alone.

"For example, a boat trailer might be given a ratio of 0.25 VEU, meaning that it would require one-quarter the effort to maintain as

Utilizing vehicle equivalency units means adding up how many sedans and sedan equivalencies an agency has, in order to determine how many mechanics need to be hired. They are most effective when used for a fleet that consists of one vehicle type. (Shutterstock photos)

a standard automobile." Owen has 20 years of experience as a fleet manager and fleet management consultant under his belt. Prior to co-founding Mercury, he held positions as the chief of fleet management for the Los Angeles County Department of Public Works and as equipment management director for the city of Charlotte, N.C.

Conversely, he said, a complex and maintenance-intensive piece of equipment, such as a refuse collection truck, might require the same effort to maintain as 10 standard sedans. By aggregating the vehicles in a fleet in terms of their vehicle



When VEUs are applied in municipal setting, where a variety of types of vehicles must be considered, a “peer” fleet—one of similar composition—should be used for comparison. (Photo provided)

“Fleets should outsource work that requires special tools, equipment, training; work that would tie up a mechanic or work bay for long periods of time.”

equivalent units, uniform standards and benchmarks can be applied regardless of the fleet’s size, type or configuration.

“One VEU is equal to 10–15 labor hours, with technicians being assigned 100–120 VEUs; but these calculations do not include nonroutine

work,” he said. Non-routine work includes repair of accident damage, uplifting work before a vehicle is placed in service, decommissioning old vehicles, modifications to vehicles while they are in services, repair of vandalism damage, repair of damage caused

by acts of nature and repair of damage caused by misuse of vehicles. Owen added that outsourcing 10–20 percent should be included in calculations of staffing needs.

What kind of outsource work couldn’t be achieved by regular fleet staff?

“Fleets should outsource work that requires special tools, equipment, training; work that would tie up a mechanic or work bay for long periods of time; and work during periods of peak workload to maintain high rates of vehicle availability,” said Owen.

Chad Fay, director of fleet operations at Centuri Construction Group in Phoenix, Ariz., shared pros and cons of employing VEUs, from a personal outlook.

“I have experienced both challenges and benefits regarding the utilization of the VEU model to justify maintenance and repair staffing needs,” said Fay. “An example of challenges would be the difficulty of assigning a baseline average for the time required to complete specific tasks. ▶

VEUS EXAMPLES

Each sedan represents 1 VEU. Information provided by Randy Owen. (Illustration: Shutterstock & Richard Aguirre)



trailer: 0.25



pickup: 1.5



police patrol: 2.5



dump truck: 4



backhoe: 5



fire truck: 6



garbage truck: 8



“It is rare in my experience that municipalities and private companies meet the national averages published by industry studies.”

Chad Fay, director of fleet operations at Centuri Construction Group in Phoenix, Ariz., has a caveat, however, about VEUs. He has found from experience that while using them is valuable, sometimes one should put attention on people, their abilities and the anticipated workload. (Photo provided)

For example, he noted that all technicians and mechanics are not equal when it comes to their experience and ability to work at a standard pace.

"This can lead to frustration when a fleet manager attempts to justify their staffing requirements, as it is rare in my experience that municipalities and private companies meet the national averages published by industry studies. The type of work performed, seasonal demand on resources and the consistency of labor hours forecasted for assigned tasks versus actual all play a large part in challenging any fleet department."

Centuri Construction Group's fleet of more than 7,000 units tries to be predictive in nature to its maintenance and repair needs. The company's top priority is to ensure safety and support the operational teams by sustaining a very high percentage of asset uptime and availability. This means that it relies heavily on telematics to identify diagnostic codes that provide fleet personnel with the information they need to address smaller issues before they become larger ones.

"In the private sector a lengthy delay can mean success or failure on the job, which ultimately impacts customer relationships. While this approach may introduce some additional variables, flexibility is key when making decisions on what gets outsourced. By taking an approach that is less focused on the VEU model and more concentrated on our people, their known abilities and anticipated workload,

One VEU is equal to 10–15 labor hours, with technicians being assigned 100–120 VEU's.

(Illustration: Shutterstock & Richard Aguirre)



we have found more value in not utilizing the VEU model to justify staffing requirements but rather empower managers to justify staffing in relationship to the enterprise's needs.

"Recalls, in the fleet world today, are at an all-time high; cost containment is always a concern as vehicles and equipment possess far more technology than ever before. Fleet managers need the flexibility to justify their staffing needs as their specific fleet requires, making proper adjustments as needed." ■

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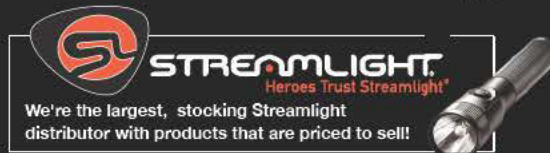
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The city of Durham's shop facility, located at 1900 Camden Ave., has achieved recognition thanks to supervisors Fred Spain, Joe Belmonte, Shawn Thomas, Moses Pajibo and Charles Street. (Photo provided)

Planning and benchmarking drive Durham fleet into winner's circle

By CHRISTINE BEEMS | The Municipal

A FAVORITE QUOTE OF JOSEPH Clark, fleet management director for the city of Durham, N.C., is from the French poet Antoine de Saint-Exupery: "A goal without a plan is just a wish."

With the city's blessing, Clark puts that motivating precept into action.

"We develop plans to help achieve long-range and short-term goals. We track performance measures and benchmarks that measure our progress towards reaching our goals," he explained. "Monthly, we review our progress to understand our challenges and to make adjustments to ensure success. We seek out best practices and try to implement the ones that will help our organization be successful."

Durham's fleet management department has 44 employees in three major divisions: administration/management, fleet maintenance and fire maintenance. They provide

comprehensive preventive maintenance, diagnostics, repairs and safety and emissions inspections for the city's more than 1,600 sedans, pickups, dump trucks, solid waste trucks, heavy public works vehicles and heavy construction equipment, plus approximately 450 police vehicles.

Clark strives to run the award-winning operation as a business, making it as efficient and operative as possible. Benchmarking, he said, is becoming an increasingly important tool.

"A business plan keeps us focused and on task, identifying where we want to go, how we are going to get there, how long it will take and how much it is going to cost."

Approximate replacement cost of the Durham fleet hovers near \$70 million, with annual fuel consumption running close to \$4.75 million. Clark's department is responsible to procure safe, dependable, cost-effective equipment and furnish quality maintenance services to all other city

departments. Administrative decision-making is guided by the city's strategic plan.

"We have a departmental strategic plan that aligns with the city's strategic plan," he explained. "The strategic planning process helps bring our department out of its 'fleet management' silo so that we can see the bigger picture and focus on how we align with the city's five goals, which include building a strong and diverse economy and keeping our community safe and secure and thriving—in livable neighborhoods."

Points of consideration for the fleet team involve procurement of fleet replacements, including the development of exact specifications; disposition of obsolete equipment; monitoring of manufacturer recalls; preparing new vehicles to go into service; predicting asset life cycles based on costing information, utilization and asset age; coordinating paint and body repair; fuel management services at three locations; parts inventory; and



workforce management. In addition, they performs biannual inspections of over 120 taxicabs and are responsible for the maintenance of county fire service apparatuses.

"We also look at how the customers we serve align with said goals," Clark noted. "Knowing this helps give our department a better understanding of how we fit into the overarching organization."

The work of the department could not be done efficiently or effectively without the assistance of technology. Not long ago, a return on investment analysis was performed and the team set cost-cutting goals. They now have at their disposal FASTER fleet management information system software and Fuelmaster, a fueling software, plus numerous manufacturer-specific software programs.

"The PM program is probably the most important program we have," he said, referring to the department's technology-driven preventive maintenance system. "And it is the least understood by our customers—the people who use our vehicles and operate our equipment. So we're always trying to educate them that this program is more than just getting an oil change... Some vehicles and equipment are scheduled for a PM based on time, some on mileage, some on engine hours and others on fuel consumption. We have performance measures and goals in areas of regulatory compliance, repairs, scheduled and unscheduled maintenance, etc., that are tracked in our PM."



Durham, N.C., Master Mechanic Jorge Heavlin works on an automated refuse collection vehicle. (Photo provided)

Utilization management is the elephant in the room for most fleets, and probably the hardest to manage, he assessed.

"Many department managers believe that if a vehicle is parked, it doesn't cost them anything. We calculate a cradle-to-grave total cost of ownership analysis on all of our vehicles and equipment. Through the analysis, we show managers cost per mile data on their underutilized vehicles versus an identical, well-used vehicle, to show that low-utilization is more costly.

The department has service agreements in place with all other city departments that use vehicles, and each agreement is specifically tailored to that department's needs.

Because government agencies tend to purchase vehicles with cash, the ad hoc nature and traditional low funding levels have put many operations in an aged fleet. This can also result in higher maintenance costs.

Another challenge for Dunham and other fleet shops is the struggle to fill vacancies for qualified mechanics.

"There appears to be a shortage of individuals coming out of high school who are interested in becoming mechanics, and less going to trade school as well. Younger mechanics tend to focus on the hourly wages, and the seasoned veterans are limited in numbers. Our organization has an attractive

benefit package, paid holidays, health insurance, pension, safety equipment/tools, etc., but it's not unusual for a position to be vacant for three or four months."

Itemizing the operational particulars, Clark said Durham has policies that address utilization, take-home vehicles, idle reduction, standardization, fueling and asset management.

"We prepare short-term and long-range replacement forecast budgets for our budget and management services department and our finance department. We have procedures in place to help manage fleet-creep, right-typing, right-sizing, under-utilization, etc. Replacement criteria include age, mileage, life-to-date maintenance costs, and condition. We use FASTER to run reports to help monitor and measure all aspects of the replacement program," he explained.

"The general safety and health of our employees is a high priority in our department. We have clear goals and objectives that are realistic and attainable, aimed at specific areas of performance that can be measured or verified. Each employee has to achieve a certain number of hours of safety training each year and the city of Durham Fleet Management Department has been blessed with a great group of dedicated employees." ■

Joseph Clark, fleet management director for the city of Durham Fleet Management Department, speaks with 35 years of industry education and experience. He holds a bachelor of science degree in business administration from East Carolina University in Greenville and an automotive-diesel technology degree from Wayne Community College in Goldsboro. He is a member of the American Public Works Association, the National Association of Fleet Administrators and the Southeast Governmental Fleet Managers Association. (Photo provided)





The Gainesville Arts and Parks Foundation, Gainesville Police Department, Parks, Recreation & Cultural Affairs Department and the Florida State Attorney's Office teamed up to create the Summer Heatwave program, which engages approximately 500 at-risk teens. (Photo below provided)



Park program decreases juvenile delinquency

By ERIN DOZOIS | The Municipal

A trip to the local park is a beloved and relatively frequent outing in most children's lives. From the slides and swings to the monkey bars and merry-go-rounds, parks departments offer youngsters both fun and the opportunity to socialize with others.

During the last few generations, however, issues surrounding youths' social and entertainment media addictions, along with childhood obesity, have infringed on the healthy habit of frequenting a park. New programs have sprung into existence to promote physical activity and healthy social engagement among all ages: Unfortunately, not enough of them are designed for or are appealing to the preteen and adolescent demographic.

The problem

Without adequate guidance and positive stimulation for youth, communities are prone to higher rates of juvenile crime. These offenses can include, but are not limited to:

- Truancy
- Theft and destruction of property
- Drug use and distribution
- Gang activity
- Violent crime

The Florida's State Attorney's Office found that approximately 90 percent of juvenile offenses involved youth between the ages of 13–18. In 2000, there were 2,373 documented juvenile offenses in the county of Alachua alone.

A number of factors can contribute to such figures.

- Extremely permissive or authoritarian parenting style
- Unfavorable peer group association
- Low socioeconomic status
- Poor educational performance
- Certain mental health issues

The program

In response, the Gainesville Arts and Parks Foundation, Gainesville Police Department, the Parks, Recreation & Cultural Affairs Department and the Florida State Attorney's Office teamed up to create the Summer Heatwave program. Shannon Keleher, Gainesville parks' recreation manager, said the 2008 experiment was originally developed and funded to serve approximately 200 at-risk teen citizens of Gainesville and Alachua County. Since then, it has seen measurable success.

"The Summer Heatwave program is currently featured as a best practice for building partnerships and community impact by the National Recreation and Park Association," said Keleher.

Summer Heatwave offers a variety of beneficial and engaging activities during the summer, when school is out. Among these are monthly pool parties, structured team sports complete with a basketball league and teen lounges for socializing in the evening hours.



Funding for basketball jerseys and other expenses associated with Summer Heatwave comes from Gainesville's general fund. The parks department and police contribute as well, and the parks have realized a crowdfunding campaign. (Photo provided)

“The participants also receive training in such life skills as opening a bank account and applying for employment.”

The program is free of charge to participants. The only requirements for joining are to meet the age specifications, be enrolled in school and attend Character Counts, a nationally sponsored program featuring a life skills curriculum developed by the PRCA that encourages positive development and engagement between the police department and community.

All lessons are built around the six pillars of the Character Counts program: trustworthiness, respect, responsibility, fairness, caring and citizenship.

“The participants also receive training in such life skills as opening a bank account and applying for employment,” said Keleher.

Hours of operation are 5–10 p.m., Monday through Friday, with special events taking place various Saturdays. The schedule is strategically designed to keep the program available to youth during hours when juvenile crime peaks.

The progress

Gretchen Casey, director of victim services at the Florida Office of the State Attorney, 8th Judicial Circuit, documented through court records that since Summer Heatwave began, the occurrence of juvenile crime has seen a steadier decrease than during the years prior to its implementation. Specifically, Alachua County saw a 40 percent decline in crimes committed by the adolescent population within the first six years of the program's influence.

Keleher reported that heading into summer 2016, Summer Heatwave can expect to continue serving approximately 500–525 at-risk youth—a capacity that has more than doubled since the program was founded.

The proceeds

So how does Summer Heatwave continue to grow in both resources and accommodation if joining remains free to participants?

On the web



For information about the program's successful crowdfunding initiative, visit www.themunicipal.com/2015/06/civic-crowdfunding.



In 2015, it cost approximately \$61 per participant to operate the program. Expenses included jerseys; officials and trophies for sports teams; food and drink for pool parties; materials and supplies for teen lounges; and transportation costs for members pursuing further education by touring colleges and universities throughout the state. Heatwave's Mickle Pool also received a \$152,000 upgrade in 2015.

“Funding is made possible by the city of Gainesville's general fund, with both the PRCA and GPD contributing money and in-kind services,” said Keleher. “We have done a crowdfunding campaign in the past and have also received donations to help supplement the money PRCA and GPD allocated.”

The prolificacy

Parks and recreation departments have had a successful hand in reducing juvenile crime all across the country. Not only have their programs been valuable to youths, but to the whole community.

“A lot of times we hear members of the community complaining about the amount of money spent on park and recreation programs,” reported Mary Eysendach, director of Conservatories in the Chicago Park District. “What people need to understand is that those investments are returned tenfold in terms of saving money not spent on traditional crime deterrents.” ■

Water, sewer professionals gather at WWETT




The 36th annual Water & Wastewater Equipment, Treatment & Transport show, held Feb. 17–20 in Indianapolis, Ind., delivered all the expected opportunities and more to water utility professionals in the public sector.

WWETT has emerged as the premier venue for water and wastewater business pertaining to service, maintenance and repair of existing systems, said a number of show exhibitors. The show worked well for the municipal demographic by providing classes, demonstrations and exhibits relevant to maintaining and repairing current infrastructure at strained budget levels.

Those demonstrations included products such as devices to inspect portable water tanks, city reservoirs and wastewater treatment facilities; CIPP reinstatement cutters, connection seals, lateral linings; and many others. During scheduled educational sessions, municipal sewer and water managers heard about techniques such as injection grouting as a solution to inflow and infiltration issues; how to recover nonrevenue water; lightning-fast methods for evaluating sewer conditions with few resources; and applications of vacuum extraction.

New in 2016 was a kickoff event, which took place over the course of two nights in Lucas Oil Stadium. The first Wastewater Brewing Competition was a big hit as well.

Big news broke immediately after the conference, when it was announced that the show was recently sold to Informa Exhibitions. The conference management company is taking the reins of WWETT events in 2017 and beyond.

Plan to stop by and see how the exhibits change next year. The next WWETT conference returns Feb. 22–25 to the Indianapolis Convention Center. 

ABOVE LEFT: Nearly 600 exhibitors filled 540,000 feet of space inside the Indiana Convention Center for WWETT 2016. (Photo by Rees Woodcock)

ABOVE Water and wastewater professionals browsed the exhibit hall, where exhibitors gave away items including portable restrooms. (Photo by Chris Smith)

BELOW: A 2016 WWETT exhibitor prepares a demonstration of pipe repair techniques that can be effected with minimal digging. (Photo by Chris Smith)



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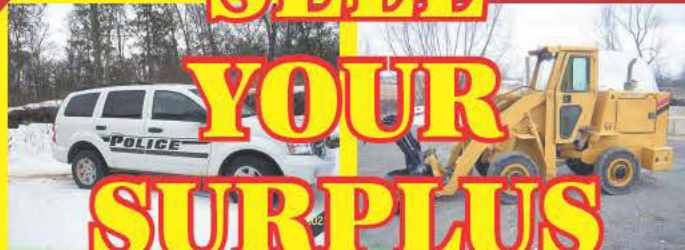


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Snowfighters head to Hartford

2016 APWA North American Snow Conference




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HOSTED BY THE APWA NEW ENGLAND CHAPTER | WWW.APWA-NEC.ORG

**American Public Works
Association North
American Snow Conference
May 22-25**
Connecticut Convention Center,
Hartford, Conn.
To register, visit www.apwa.net/snow

“The Premier Event in Snow & Ice Management,” APWA’s North American Snow Conference, will bring its focused and relevant educational opportunities and snowfighting products to Hartford, Conn., this year.


On May 22-25, plan to learn from and shop alongside others in the municipal, private, rural, metropolitan, domestic and international snow and ice treatment business, who will be there ready to show and share new ways to make winter weather efforts more productive and, at the same time, less hiccup-prone.

Municipal snowfighters who have faced exactly the scenario that’s developing in your locale will be present at the “Show for Snow” to tell about the ways they have found to make a difficult winter situation work. Sit in, for example, on an evaluation of the feasibility, design and maintenance of a two-way protected bike lane on an arterial street; find out what lessons New England cities learned during the winter storms of 2015; or learn how to use alternative fuels during winter emergencies.

This year’s conference is hosted by the New England Chapter of APWA. The NEC has

arranged for tours by conference attendees of the Connecticut State Armory and Emergency Operations Center, Manchester Public Works and the Connecticut Department of Emergency Management and Homeland Security Emergency Operations Staging Site at Brainard Field. Tours require preregistration, however, and participants need to bring photo identification.

For hands-on demonstrations of the latest in GPS technology, brine solutions, truck models, blade packages and more, don’t miss the APWA Snow Conference 2016 Expo. Then, after the closing session, join in a little New England fun and relaxation during a snow celebration at the Connecticut Science Center, located next door to the conference venue.

Don’t forget to stop by The Municipal’s APWA North American Snow Conference exposition booth for a free copy of the magazine, too. We’ll look for you! 

PROGRAM HIGHLIGHTS:

MONDAY MORNING, catch the “General Session Talk Show,” in which panelists from New Hampshire, Ontario, Massachusetts and Missouri will unravel the reasons why the public doesn’t always recognize or appreciate the efforts of its public works department—and what can be done about it.

TUESDAY AFTERNOON, comedian Steve Rizzo gives out a plan for creating lifelong habits for personal and business success.





LEFT: More than 200 companies will showcase innovative equipment and groundbreaking technologies focused on snow and ice removal, winter road maintenance and fleet operations at the APWA snow conference, taking place May 22–25 in Hartford, Conn. (Photo by Diana Likens)

ABOVE: Along with numerous educational sessions tailored for snow professionals, the condensed size and relaxed atmosphere of the APWA snow conference encourages networking with snow professionals from across the country and Canada. (Photo provided)

BELOW: At the 2016 APWA North American Snow Conference, the exhibit floor will be open longer hours to allow attendees to explore, talk with exhibitors and develop relationships with vendors offering improvements and breakthroughs in the tools of winter maintenance operations. (Photo by Chris Smith)



APWA Announces 2016 Jennings Randolph International Fellows



KANSAS CITY, MO. — The American Public Works Association, in association with the Eisenhower Institute at Gettysburg College, announced recently the 2016 Jennings Randolph International Fellows. APWA's Jennings Randolph International Fellowship program is a unique international study and professional exchange opportunity that promotes collaboration and sharing of public works best practices, knowledge and innovation, both internationally and with public works colleagues in North America.

Chosen from a field of 18 applicants, the two 2016 APWA Jennings Randolph International Fellows will conduct public works study tours and make presentations at international partner associations' annual membership meetings in Auckland, New Zealand, and in Malmö, Sweden.

Bruce Kaplan, AICP, CTP, manager, Transportation Systems Analysis Group, Central Transportation Planning Staff, Boston, Mass., will study the waterfront redevelopment experience of Auckland, specifically concerning its central rail terminal, the Britomart Transport Centre, to compare and contrast the waterfront renaissances in Boston and Auckland.

Matt Rodrigues, P.E., ENV SP, principal engineer, Public Works Engineering, city of Eugene, Ore., will conduct a public works study tour in Malmö, relating to Sweden's implementation of the Vision Zero Initiative to eliminate transportation-related fatalities and serious injuries.

ATSSA 2015 National Safety Award recipient is Martin Weed, Washington State DOT



FREDERICKSBURG, VA. — The American Traffic Safety Services Association honored Martin Weed, of the Washington State Department of Transportation, with ATSSA's 2015 National Safety Award at ATSSA's 46th annual Convention & Traffic Expo at the Ernest N. Morial Convention Center in New Orleans, La., during the association's opening general session, Jan. 31.

ATSSA's National Safety Award recognizes public officials who have made extraordinary and significant contributions to the safety of America's highways. ATSSA members nominate individuals who are employed by a government agency or have retired from a government agency within two years.

Weed was instrumental in working with WSDOT in bringing the American Traffic Safety Services Foundation's National Work Zone Memorial to events in the state in order to promote the foundation's mission of spreading the word about work zone safety awareness. ►

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

To list your upcoming conference or seminar in The Municipal at no charge call (800) 733-4111, ext. 2392, or email the information to jmarlin@the-papers.com.

APRIL

April 17-19 Fire Department Training Network Live-Fire Training Camp
Indianapolis, IN
www.fctraining.com

April 18-22 NAFA 2016 Institute & Expo
Austin Convention Center,
Austin, Texas
www.nafainstitute.org

April 18-23 Fire Department Instructors Conference 2016
Indiana Convention Center/Lucas Oil Stadium, Indianapolis, Ind.
www.fdic.com

April 21-23 Summit 2016 EMS Conference
Coeur d'Alene Resort,
Coeur D'Alene, Idaho
emsassociates.com/coeur-dalene

April 24-27 NGWA Groundwater Summit
The Westin Denver Downtown,
Denver, Colo.
www.groundwatersummit.org

April 24-29 International Association of Arson Investigators 2016 International Training Conference
Rosen Center Hotel, Orlando, Fla.
www.iaalltc.com

April 27-29 Parking Association of Georgia Annual Conference & Trade Show
Jekyll Island Club Hotel,
Jekyll Island, Ga.
www.parkingassociationofgeorgia.com

April 27-29 International Academies of Emergency Dispatch Navigator Conference
Gaylord National Resort,
National Harbor, Md.
www.emergencydispatch.org/NAVIGATOR/

MAY

May 1-3 New York State Conference of Mayors & Municipal Officials Annual Meeting & Training School
Gideon Putnam Hotel,
Saratoga Springs, N.Y.
www.nycom.org/meetings-training/conferences.html

May 2-5 ACT Expo 2016
Long Beach Convention Center,
Long Beach, Calif.
www.actexpo.com

May 4-5 National Fire & Emergency Services Symposium 28th Annual National Fire & Emergency Services Dinner
Washington Hilton & Towers,
Washington, D.C.
www.cfsi.org/events/annual_dinner.cfm

May 17-20 International Parking Institute Conference & Expo
Gaylord Opryland Resort & Convention Center, Nashville, Tenn.
www.parking.org

May 20-22 Lancaster County Fireman's Association Annual Fire Expo
Pennsylvania State Farm Show & Expo Center, Harrisburg, Pa.
www.lcfa.com/index.php?src=events&srctype=detail&category=Event&s&refno=43

May 21-25 International Association of Fire Chiefs Fire-Rescue Med
Henderson, Nev.
www.iafc.org/conferences

May 22-25 APWA North American Snow Conference
Connecticut Convention Center,
Hartford, Conn.
newengland.apwa.net

May 22-27 Community Transportation Expo
Oregon Convention Center,
Portland, Ore.
web1.ctaa.org

May 23-26 AWEA Windpower 2015 Conference & Exhibition
Ernest N. Morial Convention Center,
New Orleans, La.
www.windpowerexpo.org

JUNE

June 5-8 Electric Utility Fleet Managers Conference
Williamsburg Lodge & Conference Center, Williamsburg, Va.
www.eufmc.com

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

June 7-10 Public Risk Management Association 2016 Annual Conference
Hyatt Regency Atlanta, Atlanta, Ga.
www.primacentral.org

June 11-14 Tennessee Municipal League Annual Conference
Gatlinburg Convention Center,
Gatlinburg, Tenn.
www.tml1.org

June 12-15 American Association of Motor Vehicle Administrators Region II Conference
Louisville Marriott Downtown,
Louisville, Ky.
www.aamva.org

June 13-16 National Fire Protection Association Conference & Expo
Mandalay Bay Convention Center,
Las Vegas, Nev.
www.nfpa.org/training/conferences

June 14-17 League of Minnesota Cities Annual Conference
Intercontinental Saint Paul Riverfront, St. Paul, Minn.
www.lmc.org

June 15-18 New York State Association of Fire Chiefs 2016 Fire Industry, Rescue & EMS Expo/ Fire 2016
Turning Stone Resort, Verona, N.Y.
www.nysfirechiefs.com/fire_2016_main.php

June 16-19 International Hazardous Materials Response Teams Conference
Hilton Baltimore, Baltimore, Md.
www.iafc.org/hazmat

June 20-23 Government Fleet Expo & Conference (GFX)
Music City Center, Nashville, Tenn.
www.governmentfleetexpo.com

June 22-24 Snow & Ice Management Association 19th Annual Snow & Ice Symposium
Rhode Island Convention Center,
Providence, R.I.
www.slma.org/show

June 24-28 Georgia Municipal Association Annual Convention
Savannah International Trade & Convention Center, Savannah, Ga.
www.gmanet.com

June 26-29 American Society of Safety Engineers Safety 2016 Professional Development Conference & Exposition
Georgia World Congress Center,
Atlanta, Ga.
safety.asse.org

June 28-29 Police Security Expo 2016
Atlantic City Convention Center,
Atlantic City, N.J.
www.police-security.com

JULY

July 17-20 American Association of Motor Vehicle Administrators Region I Conference
Louisville Marriott Downtown,
Louisville, Ky.
www.aamva.org

July 17-21 Community Anti-Drug Coalitions of America Mid-Year Training Institute
Mirage Hotel & Resort,
Las Vegas, Nev.
www.cadca.org/mytl

July 18-20 Fleet Safety Conference
Renaissance Schaumburg Convention Center Hotel,
Schaumburg, Ill.
www.fleetsafetyconference.com

July 19-22 Municipal Association of South Carolina Annual Meeting
Marriott Hilton Head Island,
Hilton Head Island, S.C.
www.masc.sc

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News & Notes



Photo provided

Land Pride marks 30-year anniversary

SALINA, KAN. — 2016 marks 30 years in business for Land Pride, a division of Great Plains Manufacturing Inc. Since beginning operations April 1, 1986,

Land Pride has grown to employ hundreds in communities across central Kansas and produces some of the best-selling, most durable three-point implements in the world. Land Pride has long been recognized as a leader in the landscape and light construction industry, as well as an industry-leading manufacturer of folding rotary cutters in 12-, 15- and 20-foot widths. As it approaches its 30th anniversary, Land Pride is also establishing itself as a major player in the manufacture of skid steer attachments.

The anniversary year kicked off in Louisville, Ky., at the 2016 National Farm Machinery Show, Feb. 10-13, and coincided with Great Plains' 40th anniversary. The Land Pride and Great Plains' booths are always an impressive site in Louisville, but the 2016 versions highlighted both anniversaries with special signage, co-branded displays and over 50 implements occupying more than 13,000 square feet.

As part of the anniversary celebration, several employee events and tours are planned. The dates and details of both will be released at a later date.



Debra Lee Ricker named American Traffic Safety Services Association board chairwoman

FREDERICKSBURG, VA. — Debra Lee Ricker, president of Worksafe Traffic Control Industries Inc., Barre, Vt., assumed her two-year term as chairwoman of the American Traffic Safety Services Association during the association's 46th annual Convention & Traffic Expo Jan. 31 in New Orleans. The second woman to hold this

position on ATSSA's board of directors, Ricker has worked in the pavement marking, work zone and traffic safety industry for more than three decades.

Ricker and her sister, Lorena, founded L&D Safety Marking Corporation, a line striping and sign installation company in Vermont in 1985. When the sisters expanded the company's services in 1991, they opened Worksafe Traffic Control Industries, a sign manufacturer that also offers the sale and rental of traffic control devices and equipment. Ricker served as vice president of both firms from 1985 to 2012 when the striping business was sold. She then became president of Worksafe Traffic Control Industries.

As Ricker began researching safety training, she found out about ATSSA's superior training and became a member of the association in 1989. ▶

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News & Notes

Aero Industries Inc. opens new facility

KENT, OHIO — On Feb. 15 Aero Industries Inc. moved into its new Kent, Ohio, facility.

Replacing the original Streetsboro, Ohio, location, the new Kent site, located off of I-76, provides a state-of-the-art facility for the installation and servicing of Aero products, in addition to offering a more accessible location for customers.

The new Kent facility also brings a substantial increase to Aero's overall capacity.

"The new space will create more throughputs, improving customer lead-times, and making installation and servicing of Aero products more efficient," said James Tuerk, owner of Aero Industries.

Aero Industries Inc. is a global leader in the manufacturing of tarp systems and trailer accessories. The company holds 67 patents and manufactures a complete line of American-made accessories for dumps, flatbeds, agriculture, refuse and other trailer applications. **M**

(Shutterstock Photos)

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Media and community relations: *Marketing your agency with a limited budget*



By **MICHAEL FRONIMOS AO/EMT, PIO** |
Guest columnist
*Vice president, National Information
Officer Association*



“By approaching the news media prior to any incident and developing a relationship, they are more likely to work with you.”

MARKETING YOUR AGENCY IS ONE OF THE MOST important aspects of the job that people take for granted. I am sure several people will disagree with me, but if we don't develop our own brand and we leave the marketing of our agencies to someone else, we are already losing the battle of public opinion.

In today's economy, public safety agencies find themselves having to cut resources, staffing levels and services due to a lack of funding. Among the first positions or duties usually cut are those of public information, public education and community relations. While most departments do not actually get rid of these positions, the duties are assigned to other individuals, individuals who are already overtaxed and, therefore, resent the extra workload. They do not accept the tasks with energy and dedication. While many departments across the country are facing financial crises, having a dedicated individual or team to perform the public information, public education and public relations duties is paramount. So how do we find the right balance between fiscal responsibility and the marketing of our agencies?

One of the first and most important tasks is to get buy-in from your administration. Without its support, you are doomed. Secondly, get the support of the members of your organization and hopefully garner their participation. Once you receive the chief's or board's blessing and commitment from your members, you need to build coalitions and partnerships within your community. Whether it is by building a partnership with local businesses, civic groups, church groups or other community organizations, you must develop a working relationship to be successful branding your department. While establishing the relationship with local business and community leaders, you must also proactively approach local news media to build relationships as well. Not only

will these partnerships help market your agency, but in the event of having to deal with bad news, you will already have knowledge of who you can trust and work with.

As mentioned above, many departments are facing tight budgets and looking for alternative methods for funding just to stay afloat. When it comes to providing fuel in the apparatus, bunker gear or needed safety equipment, the expense of public education and marketing materials usually takes a backseat. This is where outside the box thinking and relationship-building need to prosper.

Whether it is using various social media avenues or traditional media outlets, agencies need to not only have someone dedicated to the proper use of both but also a strong understanding of them, as well as someone who can think on their feet and function with little direction. Regardless of whether you are a paid, volunteer or combination department, these days you must have someone not only designated as your external affairs person, but more importantly, someone who is trained to perform these duties.

Remember, the face you choose represents your entire agency. ▶



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Marketing your agency

Hebron Fire Protection District is located in Boone County, Ky. Hebron is a suburb of Cincinnati, Ohio. Home to the Greater Cincinnati Northern Kentucky International Airport, it also covers 12 miles of I 275, protects 16 miles of the Ohio River and sits at the northernmost part of Kentucky, at the convergence of the Indiana-Ohio line.

For decades the Hebron department has held a biennial open house to kick off Fire Prevention Week. It takes place in odd years. Before 2001 it was primarily a small-town event intended to invite the community and show off the firehouse. It was relatively successful and attracted roughly 400 people. In 2001, a change in direction was taken to include outside agencies and promote not only the department but various public safety agencies that Hebron worked with: law enforcement, other fire departments and community businesses. Since the first expanded event was held just weeks after the Sept. 11 attacks, the attendance rose to over 700.

Over the next 14 years, attendance at the open house and safety fair has grown to a record number, topping approximately 7,000 attendees. It has become the largest event of its kind in the greater Cincinnati area. Active participants include local, state and federal resources as well as private business, health care institutions, aeromedical resources and local news media. Developing a relationship with elected officials also became a positive influence in recruiting federal and military resources for the event.

Forging a partnership with local Congressional leaders, the department has been successful in attracting assets from as far away as Chicago, Ill.; Detroit, Mich.; Elizabeth City, N.J.; and, closer to home in Louisville, Lexington and Cincinnati. The philosophy is this: The community can visit 365 days a year to see their local fire department, but one day every two years they bring it all together to highlight all agencies. By showcasing the resources used in public safety and homeland security from outside agencies, they draw a bigger crowd, provide a public safety message and market the department to not only the community but across the Tri-State region.

Media marketing

Developing a proactive media relations program is paramount to building a relationship with local media outlets. Whether you are in the smallest news market or one of the largest, get to know your reporters, assignment desk personnel and photographers. You don't have to become best friends: What it does mean is that you should work with them before an event happens in your jurisdiction. Build a bridge, and in the event that something does go bad, you will have already built a relationship with them. This makes them less likely to "go after you." Also, keep in mind that if something bad does happen involving your agency, be the first to speak about it and approach the media with facts. This will keep you

from having to play catch-up and can limit the amount of damage control you need to perform as the incident continues.

By approaching the news media prior to any incident and developing a relationship, they are more likely to work with you. On a slow news day they may call you for a safety story, a story related to something happening nationally or just a human interest story. This type of relationship is invaluable.

Just as important as the relationship itself is having someone who can build and foster it. While harder for smaller departments, it is imperative to have someone who is not only "camera ready" but also trained well enough to handle media and community inquiries alike. Many departments rely on the fire chief to assume these responsibilities, but I can't stress enough how important it is to utilize someone else. As I mentioned earlier about "thinking outside the box," you could possibly look to a retired member of the department, a teacher from your local school or maybe even one of your newest members. With a limited budget, you need to look at all possibilities to improve your brand within your community.

One avenue is to work with neighboring or regional agencies to improve your delivery and expertise. Creating a regional consortium will improve the validity, identity and marketability of not only your department or government, but also that of the regional partnerships.

Reaching out across jurisdictional boundaries can help fill the gap of not having specifically trained personnel in certain backgrounds. You could utilize another department's public information officer while your agency's public educator serves the other department or other position. This sharing of resources and experience can help your department until it improves financially or trains a dedicated person for the position. Also, should the event arise where having several PIOs is needed, they would already have worked together and built a cohesive partnership. Though you are allowing someone else to help foster your image and marketability, it is someone you work with on a routine basis that you trust and who knows your agency.

Whether your agency is career, volunteer or combination, it is important that you take an active part within your community to market yourself. This can be done with limited resources by utilizing social media to proactively approach your community and news outlets. The image of your department shouldn't be left to someone else; for the limited time and cost required, you can market and brand yourself better than anyone. ■

BIOGRAPHY

Michael Fronimos is a veteran of emergency services, having worked for more than 26 years as a volunteer, part-time and career firefighter-EMT and as his department's public information officer. He is accredited through IFSAC and has an extensive background in public education, public information and media relations. He is a senior/founding fellow with the PEEL Institute of Applied Policy and the Director of Public Affairs Training. He is married and the father of four children.



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M TOP 5

Most social cities in the most populous states

Much time and money are spent today on a renewed effort to create inviting places for residents of any city to live, gather, relax and be entertained. Municipal planners and officials realize that people want to live and work in places where there are opportunities to do each of these things easily.

Early this year, 247wallst.com came out with a list of one city in each of the 50 states that provided a high number of opportunities for residents to become socially engaged. The Most Social Cities, in the five most populous states of Illinois, New York, Florida, California and Texas, are:

1. SPRINGFIELD, ILL.

Average commute is just **18.3 minutes**, the fastest mean travel time in Ill. The national average is **24.9**.



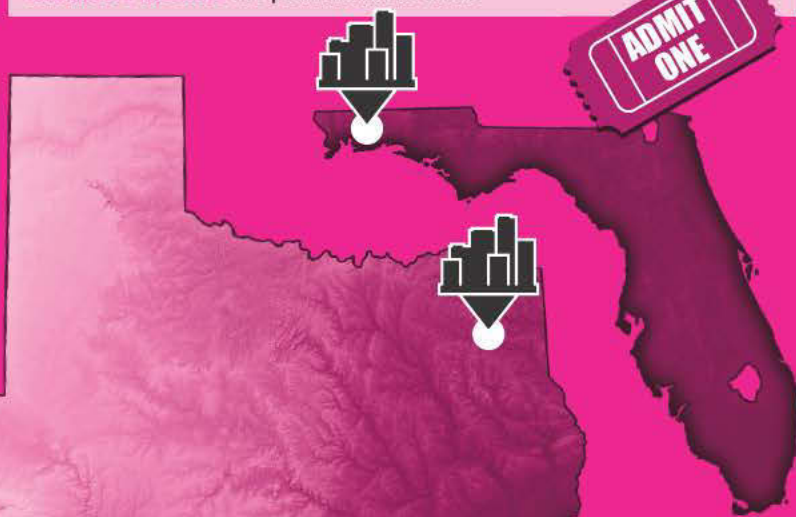
2. GLENS FALLS, N.Y.

Glens Falls has a low annual violent crime rate of just **111.3 incidents** per 100,000 people.



3. CRESTVIEW, FLA.

Social venues such as **amusement and theme parks, arcades, and movie theaters** are plentiful in the area.



4. SAN LUIS OBISPO, CALIF.

86.4 percent of area adults are physically active, ranking seventh in the nation.



5. TYLER, TEXAS

Of the 738 social venues in the area, nearly half are **eating establishments**, and another third **religious organizations**.



Source: 247wallst.com/special-report/2016/01/07/the-most-social-cities-in-every-state

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