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July 2015

Public Works

INSIDE8

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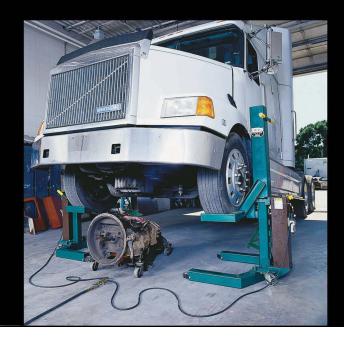


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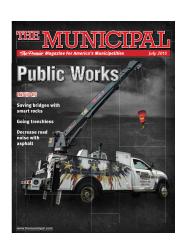
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On the Cover

New Occupational Safety and Health Administration regulations mandate operators of most large cranes to be certified in their operation by Nov. 10, 2017. Venturo Training Services can help develop an operator safety program and make sure municipalities are OSHA-compliant with the new rule. A trailblazer in crane training for mechanic's truck owners and operators, Venco Venturo Industries LLC has been a leader in crane training and operator certification for more than 40 years. (Photo provided)





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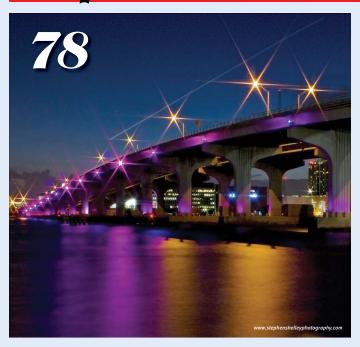






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#NPWW sends some love to public works



Jodi Magallanes | Editor

Works week last month, following the hashtag #NPWW on Twitter triggered a flood of well wishes, accolades, appreciation and a surprising number of photos. The stream depicted hundreds of community events held to showcase the work of snowplow drivers, street sweepers, pothole patchers, water and sewer technicians, engineers and everyone else whose job description make possible the Cornerstone components of American vitality: work, transportation, education and recreation. It was a fitting and uplifting tribute.

Also during the week of May 17–21, and just in time for this public works-focused issue of The Municipal magazine, the American Public Works Association bestowed well-deserved recognition on 10 professionals in the field who serve in exemplary ways.

The organization named its 2015 Top Ten Public Works Leaders, chosen from among 550 men and women who reflect the highest standards of professional conduct for public works officials. The honorees were recognized for discharging critical responsibilities in connection to the design, construction, maintenance and/or operation of major public works projects or activities in large and small municipalities. Congratulations to all the deserving winners.

The 2015 Top Ten Public Works Leaders are:

Jeb Blackwell: City Engineer,

Charlotte, N.C.

Stan Brown: Director of Municipal Services, Oakwood, Ga.

Tom Collins: Deputy Director of Public Works, Natick, Mass.

Darwin Durnie: Director of Business Development, Stantec Consulting,

Alberta, ON., Canada

Greg McCaffery: Director of Municipal Services, Junction City, Kan.

Natalie Meeks: Public Works Director, Anaheim. Calif.

Dennis Randolph: Director of Public Works, Grandview, Mo.

Greg Reeder: Public Works Director,

Council Bluffs, Iowa

Paul Smeltzer: Director of Water and Wastewater, Niagara Region, ON., Canada John Trujillo: Public Works Director, Phoenix. Ariz. The scope of today's public works professionals is larger than in previous generations. On top of that, regulatory pressures continue to increase and, in many cases, relative financing has decreased. So while the doom and gloom reports of deteriorated infrastructure are understandable concerns, the situation hasn't come about because of a lack of effort or innovation on the part of public works professionals. These awards prove it, as do the job orders we see being filled day in and day out in all of our cities.

Public workers earned their week in the spotlight. If by chance you didn't take the opportunity to participate, maybe with a shoutout on Twitter, a community open house or mayoral proclamation, write down the date of National Public Works Week 2016. It will be observed May 15–21.

A very happy Independence Day to all public works professionals and to everyone who serves this great nation's cities and towns in elected, appointed or employment capacities. Enjoy the holiday.



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Keeping fleet and municipality workers efficient



By IAN LAHMER, Marketing Director | Venco Venturo Industries LLC

operate on a budget that requires diligent purchases for their vehicle fleets and maintenance trucks. These smaller municipalities also operate with one or two vehicles that multiple workers will be using in a given day.

New Occupational Safety and Health Administration regulations — OSHA 1926.1400 — mandate that operators of most large cranes with 2,001 pounds of capacity and up will need to be certified by an accredited crane operator testing organization. This regulation states that all crane operators that use service truck cranes in a construction function must be "Certified" and when used in a maintenance-type function must be at a minimum deemed a "qualified operator." The certifications and/or qualifications must be in place by Nov. 10, 2017 (§1926.1427(a)(k).

The state of Ohio has adopted this law, which will require all public employers, such as municipalities, schools, etc., to become certified operators if their cranes are used in a construction function. Check with your local and state laws for specific requirements.

This update will most likely cause issues with smaller municipalities on a strict budget, as well as with multiple operators in their vehicles using cranes. Understanding the limitations of many different sized towns and cities, Venco Venturo Industries LLC has identified several key solutions for municipalities.

VTS crane training services

Venturo Training Services can help develop an operator safety program and make sure municipalities are OSHA compliant. As a trailblazer in crane training for mechanic's truck owners and operators, Venco Venturo Industries LLC has been a leader in crane training and operator certification. With more than 40 years of experience in the truck equipment LEFT:Dave Foster, VTS training manager, offers crane operator certification training. (Photo provided)

RIGHT:Venturo mast cranes are ideal, costeffective choices for pickup trucks, utility vans and trucks and platform bodies; and Venturo Training Services can ensure that municipalities' crane operators are OSHA-compliant before the November 2017 certification deadline.(Photo provided)

industry, Dave Foster, vice president of manufacturing and engineering, has dedicated more than a decade to crane, rigging and technical training.

Foster is a qualified crane and rigging inspector, a certified factory trainer, a National Commission for the Certification of Crane Operators TSS Certified Crane Operator and also has a Certificate of Competency under current osha and ansi/asme codes. In addition to providing comprehensive training services, Foster is committed to improving training programs for the industry as a whole. He's an active participant in the NCCCO's Mechanic/Service Truck Operator Certification Work Group, which has developed a written and practical certification exam specifically for truck-mounted cranes.

VTS provides training in:		
Mechanic's Truck NCCCO Prep Training	Learn the proper way to inspect, set up and operate your crane. Includes operator responsibilities, load chart definition, rigging knowledge, pre-shift inspections, hand signals and more.	
Crane & Rigging Inspection and Maintenance	Learn pre-shift, frequent and periodic crane inspections, along with required record keeping. Includes proper wire rope and hook inspections, proper rigging inspections and maintenance intervals.	
Train the Trainer Program	This program will train your safety directors in the safe operation and set up of the Mechanic's Truck Series cranes and will review the operator's responsibilities. This is an in-depth course that covers all knowledge areas required for operators.	
Qualification Training	Using your crane in maintenance or material handling applications? Regardless, all operators need to be qualified as operators. Let us help you put an operator safety training program together. This program is tailored to your company's specific needs.	
Consulting	Are you with a large fleet or municipality? Let us work with you in putting together specialized training programs. Whether they are NCCCO prep courses or simply company policy, we can help.	



unique perspective of being a crane

manufacturer, Venco Venturo understands the equipment inside and out. VTS courses can be between two- and five-day sessions, depending on the subject. Most training also consists of a written exam and a practical operating evaluation. Attendees who meet all of the requirements for qualification at the end of a course will receive a certificate and a wallet-sized identification card.

For more information to get your workers osha compliant, contact VTS at (800) 226-2238.

Venturo cranes that meet OSHA requirements of smaller municipalities

Because OSHA training and compliance can be a cost prohibitive solution for many smaller municipalities, Venco Venturo cranes also has a line of Venturo cranes that fall below the 2,000-pound requirement for crane operator certification.

The newest crane featured was developed based on market research by fleets looking for a low-cost, lightweight solution that workers can operate without certification. The all-new etck is one of the few cranes in the industry that falls below the certification requirements with continuous, power rotation and power elevation.

The addition of this innovative model provides a low-cost, lightweight service crane, exempt from OSHA 1926.1427 operator certification requirements.

The standard configuration for the ET6K includes a manual extension boom from 6 feet-10 feet and hydraulic elevation from -5 degrees to +75 degrees. The crane's rating is 6,000 foot-pounds with a maximum lifting capacity of 2,000 pounds – falling below the OSHA requirement for operator certification. The ET6K winch features a high-efficiency, heavy-duty three-stage electric planetary gear drive, 12V permanent magnet motor and dual braking systems.

The ET6K comes standard with a capacity overload

shutoff system, aircraft-quality wire rope and remote control pendant. Available options include radio remote control, anti-two-block system, which meets ANSI B30.5 safety standards, mounting pedestals for platform body applications, outriggers and jacklegs for a variety of truck bodies, and an adjustable boom rest with a load block storage hook.

The ET6K crane is a lightweight, cost-effective choice for a variety of industries and general service applications on any truck with a GVWR of 8,000 pounds or more. Built with the same rugged design and reliable heavy-duty components of Venturo's higher capacity models, yet exempt from OSHA operator certification requirements. The ET6K provides a solution anyone can use to add a crane to a truck that was previously cost and regulation prohibitive.

Venturo Mast Cranes

Venturo mast cranes are ideal for pickup trucks, utility vans and trucks and also platform bodies. Venturo offers a variety of electric mast cranes ranging between 1,500 pounds and 2,000 pounds of capacity. Cranes that utilize a mast crane design provide a high-value, low-cost means of lifting loads. Many fleets invest in Venturo mast cranes for their ease of use and installation.

Venturo offers four mast cranes in multiple configurations to fit any application need. The CE1500FB is an 4,500-foot-pound, economical choice for light and medium-duty applications with a capacity up to 1,500 pounds. This crane includes an electric winch, manual rotation, extension and a folding boom.

The Venturo CT2000 Series includes three models based on boom length. The series includes the CT2003FB, CT2004FB and the CT2005. Each of these models is 6,000 footpounds with a 2,000-pound lifting capacity. These cranes include a heavy-duty winch,





TOP: The new ET6K electric crane mounted atop a Knapheide crane service body. (Photo provided by MasterCraft Truck Equipment, Englewood, Colo.)

ABOVE: The CE1500FB can be mounted on the bumper of a utility box truck. (Photo provided)

manual rotation, manual extension and a folding boom. The CT2005 does not fold down fully due to the boom length.

The CE6K is a 6,000-foot-pound crane with 2,000-pound maximum capacity that is available with your choice of boom sizes, mast heights and winches to meet a variety of lifting needs. This crane features an electric winch, manual rotation, manual extension and manual elevation.

The final mast crane Venturo offers is the CT310KX. This crane was originally developed for the military as a 6,650-foot-pound crane with a 1,900-pound maximum capacity. The CT310KX is a four-function electric crane, which features a heavy-duty winch, small footprint, hydraulic elevation, extension and rotation. These models come with a continuous power rotation or a 360 degree power rotation.

Venco Venturo Industries LLC has always offered cranes to fit the needs of its customers no matter the size. ■

If you would like more information, visit the website at **www.venturo.com** or call sales and customer service at **(800) 226-2238**.

Focus on:

Public Works



One of government's primary purposes, whether federal, state or local, is to provide basic infrastructure for its residents and businesses. Services such as water, sewer, electric and garbage collection, and brick-and-mortar structures like roadways, bridges and government buildings, are all necessary for the growth and development of modern cities. The majority of the United States population takes their infrastructure for granted until the power goes out or a pothole appears in their roadways. It is only then that they start to take notice of the infrastructure around them and ask the question, "to whom should I address my complaint?"?

Stephen Shelley, vice-mayor, city of Homestead, Fla.

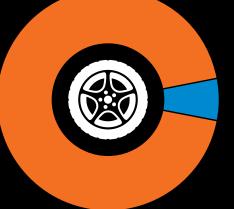
Read the full story on page 78

¥2,000

Number of tweets that went out during National Public Works Week with the hashtag #NPWW. According to the American Public Works Association, these were delivered to 4 million Twitter timelines. Many them were accompanied by great photos.



The city of Brampton, ON., Canada held competitions among public works administrators during National Public Works Week, followed by a bus pull. #NPWW @CityBrampton



94 percent

Portion of the nation's roads that are surfaced with asphalt.

Source: Kent Hanson, director of engineering, National Asphalt Pavement Association

Read the full story on page 32



2,400 square miles

The area covered by the new Karegnondi Water Authority water intake pipeline

Learn more on page 28



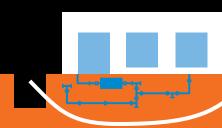


A backhoe obstacle course was part of the festivities in Mooresville, N.C., that were open to the public. #NPWW @MooresvilleNC

"If you design a street so that cars travel at safe speeds, it's amazing what it can do for a neighborhood."

Elizabeth Stampe, executive director of a California-based pedestrian advocacy group

Read the rest on page 24



Horizontal directional drilling is an underused option for laying utility pipe in sensitive or difficult areas, such as underneaath a pond, landfill or in a congested urban area.

Read the full story on page 16



Smart rocks are designed to constantly monitor for scour under bridges. They're even designed to automatically roll to the bottom of a scour hole, should one develop, and to relay that data to engineers.

Learn more on page 20

Technology takes drilling in a new direction

By AMANDA MCFARLAND | The Municipal

Sewer separation and other projects that require underground piping or wiring can be both costly and messy. With this in mind, cities like Edina, Minn., are turning to trenchless technology to get the job done.

Trenchless horizontal directional drilling is exactly what it sounds like—drilling horizontally under the ground. This requires ground to be broken at only two points, the entrance and the exit. The rest of the work happens below the surface.

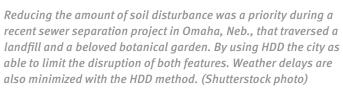
Edina public works officials have often chosen HDD for necessary projects, especially those pertaining to water and sewer. This includes, but is not necessarily limited to, water main projects; piping water to the treatment plant; storm sewer pipes; and anywhere they may need to loop the system between streets, where they're having water quality and flow concerns, or where there's a need to reroute a system or to tie into a drainage feature. They have also used it to make a conduit for street lighting.

HDD has especially come in handy in tight spaces, where digging a trench may not have been practical or even doable.

"The reason to use it in many of our cases is the amount of space we have to work with," Chad Millner, director of engineering for Edina, said. "The big driver also is whether or not we have easements. It's typically easier to use drilling. We don't have easements to do drilling because the impact is under the ground."

Horizontal directional drilling is an underused option for laying utility pipe in sensitive or difficult areas, such as underneaath a landfill in a congested urban area. It often means lower labor costs, and in urban areas causes significantly less disruption to businesses and residents. (Shutterstock photo)





"It's typically easier to use drilling. We don't have easements to do drilling because the impact is under the ground."

Because HDD does not require a trench, workers can easily run piping or wiring between homes, below yards and under streets with very little disturbance.

"The benefits are, it reduces our footprint of construction, so there's less restoration afterwards, which is good for the residents and property owners," Millner said. "Also, it provides a method in really tight spaces where we don't have a space to work, like between homes. It allows us to work in those areas with very minimal impact."

He noted that the city of Edina is currently planning a lift station project and is considering trenchless technology for that as well.

As with any form of technology, HDD is not perfect. As an example, Millner cited potential issues with the tracer wire.

"On occasion, when you're drilling, you'll be drilling next to a rock or other sharp object and that tracer wire gets broken," he said. "We'd need to reestablish the continuity, so we re-drill another tracer wire in or dig down to where the

tracer wire is."

Another occurrence he referenced involved the bentonite solution used for pipe installation.



ABOVE:

Edina, Minn., public works chooses horizontal directional drilling for several types of projects, especially those pertaining to water and sewer. It comes in especially handy in tight spaces, where digging a trench isn't practical. (Photo provided)

BELOW:

A Mirror Lakes directional drilling project from 2009 in Edina. (Photo provided)





"On occasion, during operations using bentonite solution to aid in installation of the pipe, depending on soil conditions, that can bubble to the surface," he said. "We had to clean up some spots we wouldn't have had to clean up originally. Sometimes it's in the streets, but more commonly it's in a yard because you don't have the same kind of compaction you would have under a street."

Planning is crucial before deciding whether or not to go trenchless. Different soil types require different drilling methods. Millner said it's important to consult the experts before making the final choice.

"We really rely on the geotechnical experts before each project. We do studies and meet with industry experts before we even go up

"It reduces our footprint of construction so there's less restoration afterwards, which is good for the residents and property owners."

HDD left this lawn and mature tree intact. It also required less restoration afterward, compared to traditional trenched projects. (Photo provided)



for bids." In some cases, HDD may not be a suitable choice.

"You need to review every project individually for what the goals are, what the constraints are, be it soil, be it existing structures, concerns with property, so I think it is a very important tool that can be used in the right circumstances, but make sure it is reviewed and analyzed."

As far as cost-effectiveness, while going trenchless may cost a little more at the onset, overall Millner noted that the city of Edina has saved money using HDD as opposed to digging an open trench.

"If you just compare it to open cutting vs. drilling, when you factor in restoration costs, potential need to get easements, potential impacts if you're digging an open trench, the public relations aspect of it, the soft costs of dealing with property owners to lessen the impact on them ... I think they are getting much closer in actual cost," he said. ™



Some horizontal directional drilling operations opt to use bentonite solution as an aid in installation of the pipe. In that situation, and depending on soil conditions, it might be necessary to plan for the liquid to bubble to the surface in a yard or other area where there is less soil compaction. (Shutterstock photo)





Smart rock technology monitors bridge erosion

By JULIE YOUNG | The Municipal

the proverbial bridge over troubled water, but what happens when water creates a troubled bridge?

The short answer is: nothing very good. When a bridge's foundation is buried deep below the water's surface, it is susceptible to scour — an erosion process caused by extensive water flow that is the leading cause of bridge compromise and collapse in the U.S. Although scour can be relatively easy to monitor in shallow areas using a probe, in deeper waters it takes a dive team to evaluate the situation. However, a team of researchers at Missouri University of Science and Technology has been working to develop a device that will make this process easier and enable engineers to check the stability of a bridge accurately, easily, inexpensively and in real time. It's called a "smart" rock.

LEFT:

Smart rocks being developed at the Missouri University of Science and Technology are designed to constantly monitor for scour. They're even designed to automatically roll to the bottom of a scour hole, should one develop, and to relay that data to engineers. This bridge over the Gasconade River is one location where they're being tested. (Photo provided)

BELOW:

This photo illustrates the washed-away center pier of a continuous steel-girder bridge over the Thompson River in North Missouri, due to heavy rainfall on Sept. 22, 2010. (Photo provided)



What is a smart rock?

Smart rocks are natural rocks or concrete encasements embedded with tools that can send data to the surface without the need for a dive team. They can be active, passive or a hybrid version of the two.

A passive smart rock is equipped with magnets that can be read with a remote magnetometer, while the active version is outfitted with electronic gadgetry, such as a pressure sensor, gyroscope, timer, battery indicator and individual identification, to transfer information to the surface via wireless communication. The hybrid, semi-active smart rock includes a free-to-remote magnet that can be controlled with electronic circuitry.

According to Dr. Genda Chen, principle investigator and professor of civil, architectural and environmental engineering at Missouri S&T, the smart rock is a very simple concept, but one that shows tremendous promise.

"There are two ways in which they are considered 'smart," Chen said. "One is the fact that the rocks are designed to automatically roll to the bottom of the scour hole, and the other is in the critical information they can provide to engineers when they need it."

This is especially helpful during a flooding event, when scour can develop in a short period of time. Smart rocks allow engineers to take a reading whenever they feel there has been a change, as opposed to being limited to

This is especially helpful during a flooding event, when scour can develop in a short period of time.



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a reading every six months to a year, and obtain a full picture of whatever damage might have occurred.

Chen said now is not the first time scientists have looked into this type of technology. Some similar developments have proven to be effective in calm waters, but do not hold up in strong flooding events. What makes smart rocks unique is the fact that they can stay on the riverbed and survive easily, regardless of the weather.

"Even if it happens to wash away with a particularly strong current, we can recover them downstream, which cuts down on the cost of replacement," she said. During the testing phase of the technology, smart rocks were deployed at the Gasconade River Hwy. 63 and at Rubidoux Creek 144. Both locations are in Missouri. (Photo provided)

Testing the waters

In 2012 the researchers began testing smart rocks on real bridges, in conjunction with the Missouri Department of Transportation. Rocks were deployed at the US 63 Gasconade Rover Bridge, as well as the I-44 Roubidoux Creek Bridge, to see if they could be recovered. Phase II of the proof of concept testing will have additional rocks placed at bridges in California in hopes that they can accurately measure scour and are a feasible, cost-effective way to monitor the structural effects of a flood event.

"Right now, the smart rocks are still experimental and not yet ready for commercial use," said Dale Henderson, structural hydraulics engineer for the bridge office of MoDOT. "So far, they have been testing the technology to make sure they could detect the rocks under water a year after

they deployed them. They have to do that before they can determine whether or not they can measure scour, and, of course, that depends on how much rain we get. There is still a way to go before they will be ready for the market."

However, even with no timetable, Chen said she feels smart rocks will be an affordable option for communities of all sizes. Passive smart rocks will cost approximately \$500-\$600 per unit, while the active version will be about \$1,000. Depending on the bridge, a municipality may require between two and five rocks each.

"For this sort of data acquisition, it may cost anywhere between \$10,000 and \$20,000, but you can use it over and over again and on many bridges," he said.

Henderson agreed that this technology is one that shows great promise. He's interested in seeing what the team learns as it puts the rocks to the test.



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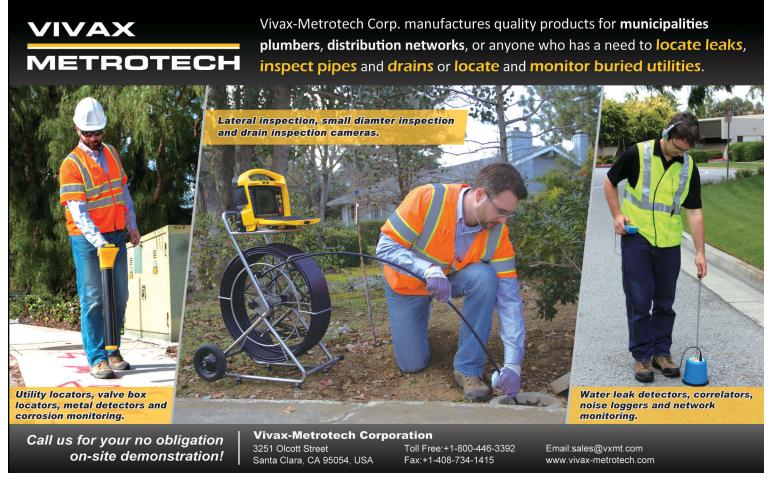
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Road diets demonstrate staying power

By KEITH KNEPP | The Municipal

With each passing model year, cars and trucks inevitably become faster, more efficient and more technologically advanced. To accommodate these modern marvels, the natural inclination is to increase the size and quality of the roadways on which they must travel, right? Well, sort of.

While the quality of new and refurbished road construction is always improving, the size of roadways isn't always growing larger. In fact, in many instances the highways are getting smaller, going on what is known as a "road diet." The more technical term for this engineering phenomenon is road rechannelization, or simply lane reduction. The idea is to reduce the number of travel lanes in an effort to make the roadway safer or, in some cases, provide space for other modes of transportation.

A typical road diet converts an undivided four lane road into three lanes — one in each direction, plus a turning lane. The former fourth lane is often changed into a bicycle path, sidewalk or on-street parking. In some cases the drivable lanes are centered, with narrowed paths added on both sides of the road. Essentially, the footprint of the road remains same but the purpose of each individual lane is reallocated.

The term "road diet" was first introduced in a 1996 article written by Peter Lagerwey and Dan Burden. In the article the pair argued that such a reduction also would have a positive effect on communities, as it would focus on the people who live in the particular areas rather than those people who were just driving through at a high rate of speed.

RIGHT:

A "before" image of Divisadero Street in Fresno, Calif. (Photo provided)

FAR RIGHT:

The same street following its "Road Diet" transformation. (Photo provided)

"If you design a street so that cars travel at safe speeds, it's amazing what it can do for a neighborhood," said Elizabeth Stampe, executive director of a California-based pedestrian advocacy group. "When there is an investment to make an area better for walking, it's better for everyone."

Other road diets have added landscaping strips between the opposite directions of traffic; reserved tracks for tram transport in the center of the roadway; increased the width of the individual lanes of traffic; or added reversible center lane that changes purpose depending on the flow of traffic during particular times of the day.

In a 2004 study by the Federal Highway Administration, most road diets were shown to have minimal adverse effects on traffic flow since left-turning vehicles are moved into the bi-directional center turn lane. However, the study also showed that roads with an average daily traffic above 20,000 vehicles would increase traffic congestion and require the diversion of traffic to alternate routes.

According to the study, road diets offer benefits to both vehicles and pedestrians. Lane reduction theoretically reduces vehicle speeds and vehicle interactions during lane changes, potentially reducing the number and severity of crashes. Of benefit to pedestrians and nonmotor traffic is that there are fewer lanes of traffic to cross and slower moving vehicles with which to compete. Not surprisingly, a 2005 Federal Highway Administration report, titled "Safety Effects of Marked vs. Unmarked Crosswalks at Uncontrolled

"If you design a street so that cars travel at safe speeds, it's amazing what it can do for a neighborhood."



Category	Problem	Rationale
Safety	Rear-end crashes with left-turning traf- fic due to speed discrepencies	Removing stopped vehicles attempting to turn left from the through lane could reduce rear-end crashes
	Sideswipe crashes due to lane changes	Eliminating the need to change lanes reduces sideswipe crashes
	Left-turn crashes due to negative offset left turns from inside lanes	Eliminating the negative offset between opposing left-turn vehicles and increasing available sight distance can reduce left-turn crashes
	Bicycle and pedestrian crashes	Bicycle lanes separate bicycles from traffic; pedestrians have fewer lanes to cross and can use a refuge area if provided
Operational	Delays associated with left-turning traffic	Separating left-turning traffic has been shown to reduce delays at signalized intersections
	Side street delays at unsignalized intersections	Side-street traffic requires shorter gaps to complete movements due to consolidation of left turns into one lane
	Bicycle operational delay due to shared lane with vehicles or sidewalk use	Potential for including a bike lane eliminates such delays
Other	Bicycle and pedestrian accomodation due to lack of facilities	Opportunity to provide appropriate or required facilities, increasing accessibility to non motorized users
	Unattractive aesthetic	Provisions can be made for traversible medians and other treatments
	Vehicles speeds discourage pedestrian activity	Potential for more uniform speeds; opportunity to encourage pedestrian activity

Table adapted from Kentucky Transportation Center's Guidelines for Road Diet Conversions

Locations," showed that the risk of pedestrian vs. vehicle crashes were reduced when pedestrians crossed two and three lane roads rather than four or more lanes.

The 2004 road diet study examined four categories: crash frequency, crash rates, crash severity and crash type. It concluded that a significantly lower number of crashes occurred at road diet sites after

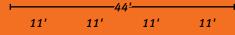
the conversion was completed than before. However, the study also uncovered that there was no significant difference between crash severity in the two comparisons.

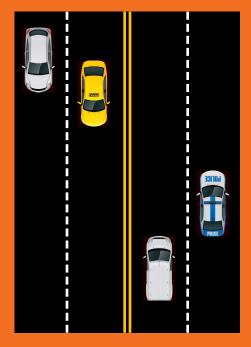
Advocates of road diets argue that such changes promote better land use, reduce unnecessary traffic, improve driver attentiveness and increase alternative methods of transportation, including bicycles, carpooling



One of the forms a road diet can take is the addition of a bidirectional turn lane and bicycle lanes on both sides of the road. (Information provided by Federal Highway Administration, Illustration by Shutterstock and Richard Aguirre)

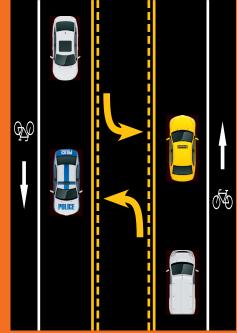
Before conversion to road diet





After conversion to road diet

5' 11' 12' 11' 5'



By the numbers



Over 40

Number of reduction projects the city of San Francisco has realized since the late 1970s. It has become a national model for road diets.

and mass transit. Simply put, it utilizes the theory of supply and demand—less efficient roadways create a reshaping of priorities.

Opponents of the decreased efficiency argue that road diets affect the reliability of public transit service, since buses are forced to halt or delay traffic at points of embarkation and debarkation. Even in situations that allow buses to utilize a pullout, traffic can be delayed by their frequent re-entry into traffic lanes. They also argue that the road contraction is to the detriment of public safety as ambulances and police and fire vehicles are slowed in their attempts to render assistance.

Opponents of the decreased efficiency argue that road diets affect the reliability of public transit service, since buses are forced to halt or delay traffic at points of embarkation and debarkation.

Additionally, in the case of an evacuation, egress routes will be significantly slower.

The state of California has experienced the most road diets in the recent past. Fresno, in partnership with the city of Clovis and Fresno County, has undergone a number of lane reductions. The changes are part of the city's 2025 City of Fresno General Plan policies, goals and objectives as they were adopted by the city council in 2002. They also comply with the Complete Streets Act signed into law by then-Governor Arnold Schwarzenegger in 2010. Many other cities and towns are now incorporating road diets into their long-term general plans and are implementing the changes systematically as funding is available. Author Burden noted one city that is "way out in front" of other cities is

San Francisco, which has realized more than 40 reduction projects since the late 1970s and has become a national model for road diets.

Further studies are ongoing as to the effect, both positive and negative, that road diets have on vehicle traffic, pedestrians, cyclists, other forms of transportation and communities as a whole. Arguments can and are being made on both sides of the issue to affirm a particular point of view. One certainty, however, is that the idea has become a popular one among city planners.

To be certain, the end effect is different in each particular application and circumstance. Due diligence and research is necessary to forecast and predict the end results in each situation.







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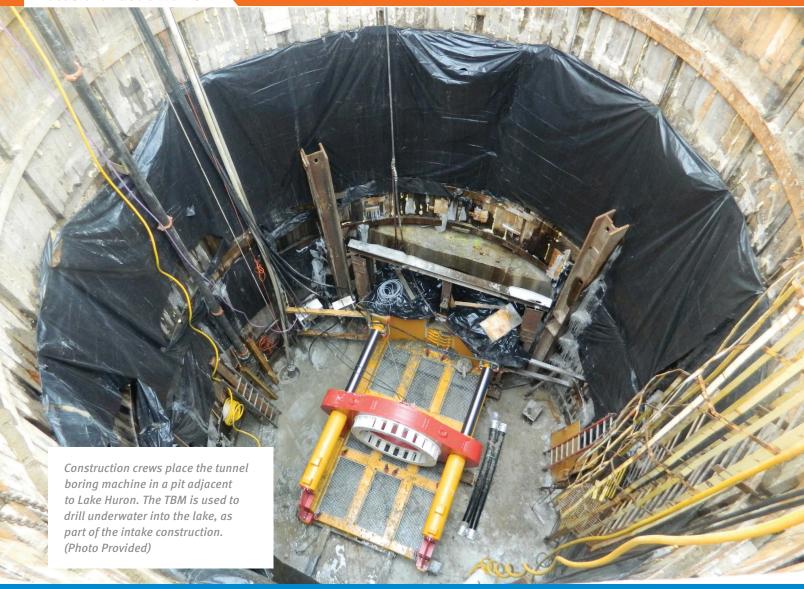
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Pipeline to alleviate water costs, spur economic development

By SARAH WRIGHT | The Municipal

Faced with three options as water rates with the Detroit Water and Sewerage Department entered the double digits—one, continue with Detroit; two, use the Flint River as a drinking water source; or three, join the Karegnondi Water Authority and create a new water intake pipeline—Flint, Mich., went with the latter option. Joining with the city of Lapeer and Sanilac, Lapeer and Genesee counties, the KWA became incorporated in 2010.

"The city spent a couple years thinking on the three alternative options," Flint Mayor Dayne Walling, also the current KWA chairperson, said. "In the long term, we saw a greater savings with the regional authority."

Based on distance and elevation, the Detroit system had Flint and Genesee County at a disadvantage since they were at the end of the line. "Our rate was significantly higher than anyone else on the system," said



Walling. The city was also on the wrong end of increases of up 15 percent annually.

Compounding the issue was the fact since the city lies outside the Detroit metro area, Flint had no real representation on the Detroit board. Flint representatives were allowed and were able to participate to some extent; however, they had no real vote.

Still, Walling noted if the rate structure had been flat, the city probably would have remained with Detroit's water system. "But with rate increases annually, it became unaffordable."

The new water intake pipeline will save local residents millions of dollars in water costs over time. So, unsurprisingly, the project has been fairly well received. Legislative bodies in all five communities supported the creation of the new pipeline authority, and Walling noted the decision gained a lot of attention in Flint. City officials spent several months going over the project with the public. Stakeholders continued to be kept in the loop via KWA's up-to-date website and the board's regular meetings, which rotate between the five member communities. The media has also played an active role in keeping the flow of information going.

Each government body unit worked in cooperation to create the authority, solidifying the estimated cost of the project, ABOVE:
The tunnel boring
machine, or TBM,
is lifted out of Lake
Huron after 1.5
miles of dredging is completed.
(Photo provided)

RIGHT:
A barge aids the construction of the pipeline's intake.
(Photo provided)



"We are on time and on budget. Contracts themselves came in under the engineering estimates."

approximately \$274 million, in addition to the rates. As for funding, bonds financed on the strength of water service fees were used. "There were modest up-front costs before the bonds were issued," Walling said.

To date, of the five entities, only Flint and Genesee County have signed up as customers of the authority. Walling explained Sanilac County heavily uses wells, and Lapeer is choosing to stay with Detroit and its own system. However, they will have the opportunity to tie in to the authority, if they so choose, at any time — and it might become a necessity for Sanilac County, especially if the EPA continues

to lower the allowable levels for arsenic in well water. Should a community want to hook up to the pipeline later on, Walling said a different cost structure will be in place "since (current customers) have been paying all along."

The groundbreaking for the pipeline occurred in June 2013, with work beginning shortly afterward. The intake site is located in Worth Township and is being finished using a barge on Lake Huron. The rest will be 5- to 5.5-foot diameter pipeline laid across the three counties: a total of approximately 67 miles, or an area over 2,400 square miles. In addition to the pipes that will work their



way to Flint, and the intake in Worth Township, there will be three pump stations. Once complete, the system will serve more than half a million people.

Given the sheer scale of the project one would expect several challenges, particularly in regards to accessing property. However, this particular challenge was addressed early on with the decision to use county road right-of-ways. "It goes right down the middle of rural county roads and avoids infrastructure," Walling said. Once laid, "The roads are at or in better condition than when we started."

Rural communities along the pipeline's path are gaining an added benefit besides improved roads. "Hydrants will be available every mile, I believe. So each community will benefit even in a small way."

Throughout the process KWA has aimed to remain ecologically sensitive. To do that they have worked closely with the U.S. Environmental Protection Agency and the Michigan Department of Environmental Quality.

"The pipeline will be in place and operational in June 2016," Walling said, adding so far the project is on schedule, if not ahead of it. "We are on time and on budget. Contracts themselves came in under the engineering estimates. A year ago there was softness in

LEFT: The TBM being lowered into the pit to begin excavation. (Photo provided)

RIGHT:
Workers begin construction of the Lake
Huron pump station,
which will deliver
water across three
counties and approximately 67 miles.
(Photo provided)



the construction market and that benefitted our construction."

Beyond the new pipeline alleviating high rates, it also offers potential economic development for Flint, Lapeer and the three counties. The water coming from Detroit, which also sources its water from Lake Huron, was treated: But KWA provides raw water. Walling said raw water customers could be connected directly (to it), and it will be cost effective to use raw water when appropriate.

As a major infrastructure project, it has already had many positive economic impacts, including putting people to work.

"There for almost a year more than 500 individuals were involved on the project on a rolling basis," Walling said. These people include surveyors, engineers and others.

Perhaps the biggest impact of the project has been bringing a major pipe manufacturer, American Cast Iron Pipe Co., to Flint. "(ACIPC) was looking for a long-term location in the Midwest," Walling said, adding the company included the move to Flint in its

bid for the intake pipeline project. Needless to say, that bid was accepted.

Awarding the bid to ACIPC had yet another benefit: It rid the city of a brownfield site, formerly a property belonging to General Motors.

Walling said of the location, "It's next to an expressway and railway — the perfect site for pipes just like it was for autos."

While the economic benefits are a major plus, the major advantage of the intake pipeline will be the water itself. In the past Flint struggled, particularly with securing quality drinking water from the Flint River — which he describes as more volatile with more organic material than is found in lake water.

"It will give us a reliable and secure source of drinking water," he said. "Our goal has been dependable drinking water at a price we can afford." With an estimated savings of more than \$100 million during the course of 30 years, the city of Flint seems well on the way to achieving that goal.









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By LAUREN CAGGIANO | The Municipal

choice for engineers and motorists alike. According to Kent Hanson, director of engineering for the National Asphalt Pavement Association, 94 percent of the nation's roads are surfaced with asphalt.

Quality of life is the name of the game, said Hanson. "In general, noise is something people find distracting." Sometimes it can even be considered a nuisance or a health issue.

Put simply, peace and quiet is at a premium. Studies show that people are willing

to pay more (for a home) that offers quiet surrounds. Hanson noted.

Traffic volumes, heavier trucks, faster cars, more intense urban development and noise from highways and streets all contribute to tire on pavement noise. Concrete isn't ideal because "when you start hitting 40 mph, the noise starts to dominate," Hanson said. In fact, he said it can be more than three decibels louder than asphalt. Long-term exposure to noise above 80 decibels can lead to hearing loss and permanent damage. This is when noise pollution becomes a municipality's problem.

Noise, at the level produced by some materials used for the base of streets and highways, not only contributes to hearing loss but increases the stress level of both drivers and nearby residents. That's one of the reasons why asphalt is a common and relatively quiet choice for road projects. (Photo provided)

Noise barriers and sound walls, while familiar sights, are not effective in fighting noise pollution, according to the Asphalt Pavement Alliance.

When a noise barrier wall is constructed, there is a significant noise drop immediately behind the wall. The problem is that buildings that are on hillsides, at intersections or driveways — anywhere there is an opening in the wall — will not benefit from noise reduction. In some cases where noise walls are built parallel to one another, noise reflections or echoes of the sound waves off the opposite wall can actually increase noise levels at a location near the highway.

With this infrastructure comes a significant cost to government. A study by the University of Louisville showed that the national average cost of noise barriers is \$1.25 million per mile. There is a better solution, the APA asserts. The organization outlines a proactive approach on its website.

"There is no better way to reduce road noise than to treat the problem at its source. By paving roads and highways with asphalt, the noise generated by at the tire-pavement interface – noise that affects people as they go about their daily lives – can be significantly

\$1.25 million per mile

The average national cost of noise barriers, which is about the same as covering that distance with \$51 dollar stacks laid side-by-side.

Source: A study by the University of Louisville



INDUSTRIES





reduced. Paving with asphalt is actually more effective than building expensive, unsightly noise walls."

From an engineering and budgetary perspective, asphalt is particularly attractive. "We can design pavement structure to last forever. All distresses are limited to the surfaces, which means you can simply mill off that surface and replace it with a new surface," Hanson said, likening the process to painting one's house. Only the top layer is removed and replaced during maintenance. This can be done quickly, even overnight, and it saves taxpayers money.

Both NAPA and the APA cite environmental benefits. According to Hanson, with asphalt all materials can be taken back to the plant, to be processed and applied toward the original use. This can save considerable money, he said, by reducing the use of raw material by as much as 40 percent. For example, some of the most common materials recycled into asphalt are rubber from used tires, glass, blast furnace slag and asphalt roofing shingles. In short, "there is a lot of potential for environmentally friendly materials."

To put it into perspective, the APA asserts that "the asphalt industry reclaims about 65 million tons of its own product every year, and reuses or recycles about 99 percent of it. This makes it America's number one recycler."

The benefits of asphalt pavement extend far beyond the economic perks. The APA points to noise reduction, which it considers an environmental issue. Noise reductions of 3 to 10 dB(a) are common: Reducing noise by $3\,dB(a)$ is about the same as doubling the distance from the road to the listener or reducing traffic volume by 50 percent.

Independent studies also underline a correlation between asphalt and noise reduction. In the spring of 2013, the Virginia Department of Transportation found that use of quiet asphalt technology was able to reduce tire-on-pavement noise by a readily noticeable 5 decibels. In February 2014, researchers from Purdue University developed a model for predicting the noise level of an asphalt pavement design for the Minnesota Department of Transportation. The model is able to predict the on-board sound intensity level of various asphalt surface mixes to within 1.5 decibels. This model will help MNDOT estimate tire on pavement noise so that existing mix technology can be deployed as a noise reduction tool — minimizing noise at the source.

Hanson said the use of asphalt is generally accepted by governments, but there is room for improvement.





Crews lay asphalt in Lancaster County, Pa. (Photo provided)

"There is a lot of potential for environmentally friendly materials."



Distressed asphalt materials can be taken back to the plant to be reused, reducing the use of raw material by as much as 40 percent. Common materials include rubber from used tires, glass, blast furnace slag and roofing shingles.

Source: National Asphalt Pavement Association

According the Asphalt Pavement Alliance, the industry reclaims about 65 million tons of its own product every year and reuses or recycles about 99 percent of it, making it America's number one recycler. (Photo provided)





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Ice

By JODI MAGALLANES | The Municipal

and butter of street crews. Getting salt on the roads and the snow and ice off of them are the priorities: taking time to plan for a one in a million weather shot isn't.

But not only does the weather go haywire everywhere at one time or another, these types of events seem to be happening with increased frequency lately. So expect that eventually it will happen to you and plan now to head off the unpleasant consequences, said the voices of experience who attended the spring APWA snow conference in Grand Rapids, Mich.

Whether you have received 3 feet of the white stuff at once or the snow you got two days ago has avalanched onto a traffic artery, the expectations of the public and city administration have to be met. Are the assumptions of what you'll accomplish during extreme events set realistically?

Whether they are or not, there are significant implications to assuming that normal expectations will be set aside during extreme events. More than one mayor has lost his job because the public felt he botched snow and ice removal, noted Vaisala Inc. application expert Mark DeVries.

"People will stand for it the first day, but the second day they're expecting it and by the third day they're pissed and emailing the mayor's office. And if he hears about it, you're going to hear about it. If you had the capability to put plows on dump trucks and trash trucks and didn't, if you had contractors with plows and didn't have them ready, someone will pay the price."

For small and large cities alike, mishandling expectations during an extreme winter weather event tends to come back and bite somebody later on. Don't let it be public works: put a plan in place to handle events that surpass your normal procedures and abilities. (Shutterstock photo)

(Information provided)

The No. 1 tool: a plan

Even southern parts of the U.S. are susceptible to being caught unprepared for a winter storm, noted Brett Hodne, public works director for the city of West Des Moines, Iowa. A perfect example is the freezing rain that fell on Atlanta, Ga., in 2014 and then spent two days frozen to every street and interstate highway in the region.

After you hash out and write up a plan for extreme winter events, the last step is to pursue buy-in from local officials.

"Extraordinary weather events are a matter of perspective. But no matter where you are, it's going to happen sooner or later. Get a plan and manage your risk," he advised. Risk control and communication are key components of a good extreme weather plan.

Many of the stories that came out of the winters of 2010–11 and 2013–14 involved communication shortcomings that left public works directors behind the eight ball as things skidded to a halt.

Dan Schacher, district superintendent, Alaska Department of Transportation, came on board with the organization five years ago. Among his priorities was to write a snow operations plan that marshaled all available forces in the event of unusual weather, and it included local media.

Not a fan of social media himself, Schacher said he was eventually convinced by a local law enforcement public information officer that there are advantages not only to putting out your plan and your message proactively, but to include social media as one of the methods of diffusion.

"When you use social media, you are the one who controls the message. If we to allow other people to control that message, it won't be the one we want," he said.

St. Paul, Minn., assistant street maintenance engineer Matt Morreim noted that expectations and the media go hand in hand. Unlike calls to the police department, mayor or city councilman, social media

also allows for an opportunity to respond quickly and easily to concerned individuals: heading off the public's compulsion to call up the chain of command and cultivate support for unrealistic results. "And if you think things are going to go badly, there are ways to communicate that and lower the expectation," he added.

What to include

The top considerations that DeVries, Hodne, Morreim and Schacher recommend be part of any city or town's plan for extreme weather situations are:

- 1. Who will be in charge? Public works? Fire? Emergency management? Police?
- 2. Staffing What will be the limit that public works can provide?
- 3. Will it be permissible to vary from the established policy or plan if necessary?
- 4. At what point will you decide to take extreme measures?
- 5. Should you supplement your efforts with independent contractors or the private and commercial owners of other necessary equipment? If so, are they available with a phone call to get dozers or graders out to the area immediately?
- 6. What will be your operational priorities? (By the way, make sure to take care of home base first.)
- 7. Cost After the fact, the accountants will come calling: so be in communication with them throughout the process of forming the plan as well as when it becomes necessary to execute it. Otherwise, even if your mayor said "Whatever it takes, do it" at the time, you might still be left holding the bag for the budget overruns.
- 8. Address how you'll include and prioritize schools, community events and public transit.
- You can't communicate enough with the public, but the message needs to be clear and consistent.
- 10. Document everything.



Go 'there'

The plan should go one step further than you think it will need to.

Morreim referred to Minnesota's winter efforts of four and a half years ago to elaborate on this point. That's the year the city saw 60 inches of snow fall during December alone.

"We think we know how to do snow. But the sheer quantity... we were moving it for a month and half afterward. Then we ran out of room for storage." Where to stockpile unusually large amounts of snow became an issue that had to be addressed with a plan.

Start by looking at other plans so you don't have to reinvent the entire wheel, Morreim suggested. The Ontario Good Roads Association, for example, is even developing a Web application to create snow operations plans that should be available by early next year.

Once a snow plan is in place it's usually very hard to get approval from city councils to update it, Morreim said — so make sure it's what you want and covers all eventualities from the start. Asking for the governing body's approval creates buy-in and has the added benefit of diverting the fault someone may try to lay at the street department's doorstep.

ABOVE:

During the winter of 2010–11, the St. Paul, Minn., area received 60 inches of snow in a single month, exceeding storage capacity and forcing the city to deal with it in unconventional ways. Fortunately, there was plan in place for such emergencies. (Photo provided)

BELOW:

Expect that during extreme winter weather events your normal operational abilities will not be enough. An extreme winter weather plan should include strategies for managing public expectations and media relations, supplementing the staffing level and communicating with managers. (Photo provided)



"We think we know how to do snow. But the sheer quantity...we were moving it for a month and half afterward. Then we ran out of room for storage."











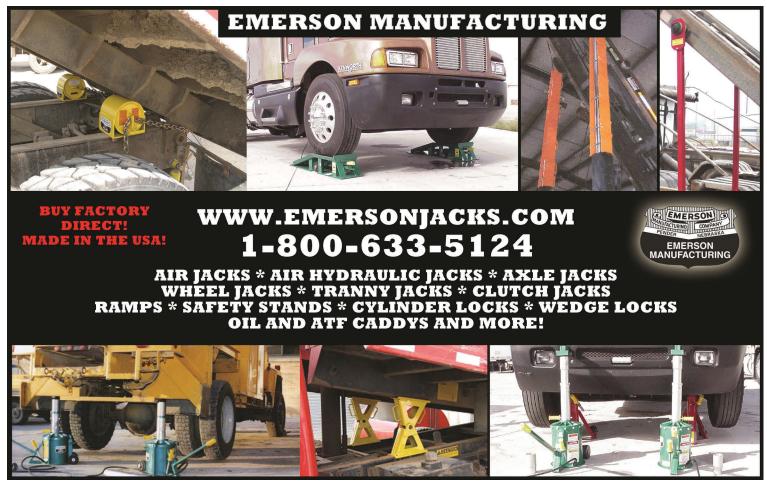
"They may come back some time and ask 'Why did you do that?' And you're answer will be, 'Well, we did it because it's in the plan — and you approved it."

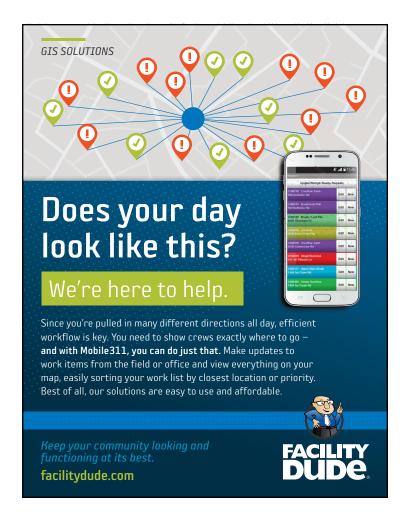
West Des Moines public works participates in a citizen survey every other year that serves the dual purpose of heading off potential public discontent with storm fighting procedures and reminding the administration of what that plan is.

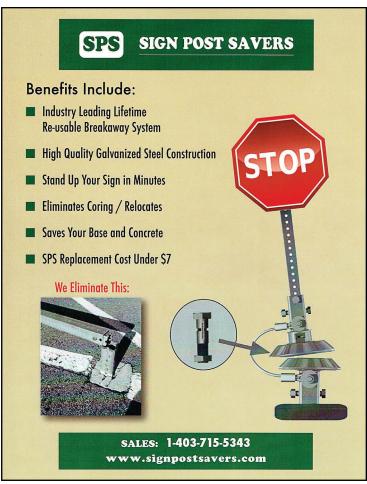
The Iowa DOT's extreme weather plan includes buy-in from the public that happens via cameras that are mounted inside snow plows. The technique heads off public and administrative frustration with how an extreme winter event is being handled by letting public look at what crews are actually dealing with. It got 200,000 hits the first year and feedback was overwhelmingly positive, said Vaisala Inc. application expert Mark DeVries. (Shutterstock photo)

"They may come back some time and ask 'Why did you do that?' And you're answer will be, 'Well, we did it because it's in the plan—and you approved it.""

"That's what I recommend," Hodne said. "Get a plan, communicate the priorities to your council and publicly and then gauge the feedback — either by a poll, social media or there are apps that will do that." Holding citizen meetings prior to finalizing the plan can be another method of creating support and buy-in, according to Morreim. "On an ongoing basis this is where social media really helped us gauge the level of satisfaction versus complaining."









Police departments partner to fight domestic violence



By DENISE FEDOROW | The Municipal

It may still be a few months away, but now is the time to start planning for Domestic Violence Awareness Month in October and how your department can get involved to help raise awareness.

Thankfully, a lot has changed since the days of "Let's take a walk outside to cool off" protocol in responding to domestic violence calls.

"I don't think too many states haven't enacted the mandatory arrest (response)," said Deputy Chief Beau Thurnauer of East Hartford, Conn. But there's always more that can be done.

History of Domestic Violence Awareness Month

Domestic Violence Awareness Month had its start at the Day of Unity held in 1981. The National Coalition Against Domestic Violence was behind that event, which had the intent of connecting advocates across the nation who were working to end violence against women and children.

The observance expanded to a week, and by 1987 a full month was observed. The first domestic violence toll-free hotline also began in 1987. Two years later Congress passed Public Law 101-112 designating October of each year Domestic Violence Awareness Month. Day of Unity is celebrated the first Monday of that month.

The color purple is the color of domestic violence month because purple hearts are given to those wounded or killed in military battles. For survivors of domestic violence who are wounded physically and emotionally, the color is meant to symbolize peace and courage and is a way of honoring survivors and to show dedication to ending the violence.

The traditional theme is "Mourn, Celebrate, Connect": mourning those who've died because of domestic violence, celebrating those who've survived and connecting those who work to end violence to each other and the people who need help.

Key considerations when organizing a domestic violence campaign, whether national or local, is first of all frequency of message. Frequency is crucial to a successful public awareness campaign, according to the National Resource Center on Domestic Violence, which suggests varying the media used to convey the message relying on several sources — for example, radio, newspaper, television and social media.

Secondly, consider whether it might be helpful to join forces with other anti-violence

Members of the Alexandria, Va., Police Department embraced their purple side when the theme for Domestic Violence Awareness Month was "Purple Out." The color was worn in support of the victims and survivors of domestic violence: One officer even painted his hands purple. (Photo provided)

advocates, domestic violence coalitions or other area law enforcement agencies with the goal of reaching more people and having a greater impact on public opinion.

A couple of departments that believe in partnering with other agencies include East Hartford, Conn., and Alexandria, Va., and both have been recognized for their efforts.

East Hartford, Conn.

Deputy Chief Beau Thurnauer said although his department doesn't have plans for Domestic Violence Awareness Month firmly in place yet, one thing he's sure it will highlight is the Lethality Assessment Program.

Thurnauer is East Hartford's contact for domestic violence issues. He explained why the department enacted this program.

"There's good research in domestic violence cases that if you ask key questions of the victims... and connect them to a shelter or provider, it lessens the likelihood of the victim being more severely injured or killed."

Officers are trained to ask basic questions. If the victim scores above a six, the officer calls the shelter and hands the phone to the victim. In 100 percent of the cases the suspect is not on the scene when the assessment is taking place. The program is used only in cases where the officer thinks the chance of severe injury or death is a concern.

While the procedure isn't yet widely used, it's popular on the East Coast. Thurnauer's department has been planning the program for a year and went live with it June 1.

Six members of the department were trained in-house and will work to train the other 131 members. He also said that program

"We do none of this by ourselves...
We will succeed in stemming the tide
by partnering with everyone we can
possibly partner with."

administrators are in the process of writing "a pretty comprehensive policy, so there are no questions" about how this assessment is carried out. For example, officers would need to be convinced the victim is at serious risk to call an advocate.

"They don't call the shelter on every case — this is designed for high-risk situations."

The local shelter that the department works with, Interval House, initiated the discussion about the Lethality Assessment Program.

"They came to us and said, 'We think this is really good — you use this tool and we can partner with you," Thurnauer said. The department now has a memo of understanding with the shelter and a 24/7 number that can be called.

The partnership and the East Hartford department were highlighted by the International Associations of Chiefs of Police for their "collaborative effort against domestic violence."

"We do none of this by ourselves," Thurnauer said. "We will succeed in stemming the tide by partnering with everyone we can possibly partner with."

Other than introducing the LAP, he's just starting to think about plans for DVAM. Officers may wear purple ribbons or do a repeat of last year's successful T-shirt giveaway for youth, when officers caught young people doing random acts of kindness and gave them a T-shirt that said "one act of kindness."

"I love reward programs. There's been so much negative publicity in law enforcement this past year that anything we can do to get a positive message out is great," he said.

Alexandria, Va.

The city of Alexandria was highlighted in a Department of Justice report for its Coordinated Community Response in dealing with domestic violence issues. Numerous agencies are involved in the Domestic Violence Intervention Project: Alexandria Public Schools; Alexandria INOVA Hospital; court services; the Department of Community and Human Services; the fire and health departments; Legal Services of Northern Virginia; the Office of the Commonwealth Attorney; Office of Housing; Office of Magistrate; Office of Probate and Parole; Office of Sheriff; the

The Connecticut Coalition Against Domestic Violence had a men's tie made especially for the organization as a way of raising awareness of domestic violence. (Photo provided by Perceptions Photography and CCAVD.)





Start Somewhere

Plan early for Domestic Violence Awareness Month so that you can schedule labor, make collaborations and secure needed funding. Some very simple things every department should be able to do, no matter the size or budget, are:

- Wear purple ribbons every day in October. Have each member of the department wear the ribbon to promote awareness.
- Distribute domestic violence posters to other municipal departments and local businesses.
- Create paper placemats that say "Domestic violence leaves an empty place at the table" and resource information. Distribute them to local restaurants.

A couple of red, life-size silhouettes stand as silent witnesses to represent victims who lost their lives due to domestic violence. The shields bear the names of the victims and a little of their stories.

The Silent Witness Project is a nationwide initiative that began in Minnesota in 1990. It was started by a group of women who felt the urgency to stop the escalating domestic violence within the state. Twenty—six life-size silhouettes were display that first year. By 1997, 46 states had joined Minnesota. The Commonwealth of Virginia joined the Silent Witness Project in 2002 and in October the silhouettes stand in front of city hall, where advocates hold a silent candlelight vigil. (Photo provided)

police department; social services; Stop Child Abuse Now; Substance and Abuse Services; and the Victim's Witness Protection Program, as well as private citizens.

The agencies all partner to raise public awareness of domestic violence. Alexandria Police Deputy Chief of Domestic Violence and Sexual Assault Debbie Evans said, "Every time Alexandria Police Department responds to a domestic violence call they call us from the scene to get an advocate in touch with the victim."

Unlike East Hartford, Evans said an advocate is called in for every victim of domestic violence. She credits Coordinated Community Response for that.

Every other year the city holds a Silent Witness Candlelight Vigil, exhibiting lifesize silhouettes to represent victims who lost their lives to domestic violence. The Commonwealth of Virginia joined the Silent Witness Project in 2002. In October they display the silhouettes in front of city hall and hold a silent candlelight vigil, allowing some private time for the families, too.

Alexandria participates in The Clothesline Project each April for sexual assault victims and each October for domestic violence victims. Vividly decorated T-shirts are strung on a clothesline to bear witness to violence against women and their strength to survive. Also a nationwide project, it began in 1990 in Cape Cod when women hung a clothesline across the village green in Hyannis, Mass., with 31 shirts decorated by survivors of rape, assault and incest.

Since doing the laundry is viewed as women's work, and in the past women exchanged information over a backyard clothesline while hanging the laundry, it seemed like a simple concept and one in which each woman could tell her story in her own words. In Alexandria they hold T-shirt decorating nights.

Evans, too, advised departments that want to get more involved in domestic violence awareness to create a partnership.

"It's very beneficial to get involved with advocates—it helps cases run more smoothly when you do. Having a coordinated community response is very beneficial to both the victim and the perpetrator."

With the coordinated community response, they are able to pool resources, wrap around the victims and work as a team, she added.

Now is the optimal time to purchase purple ribbons and maybe, as Thurnauer suggested, start declaring: "We want you on our team" to fight domestic violence. М



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Paddling in Porterdale



By BARB SIEMINSKI | The Municipal

Once upon a time, there was a lonely and neglected body of water running through Porterdale, Ga., that was snubbed by its shore-bound population for many decades. Until, that is, some visionary volunteers decided they wanted their waters to be an active gateway for solitary sports such as fishing, canoeing and kayaking.

Out of the massive clean-up that followed came the dawn of the Yellow River Water Trail. "This whole project began with the interest expressed by kayakers and river-keeper volunteers. It wasn't really just one event," said Bob Thomson, Porterdale village manager LEFT:

This area was very dense and overgrown. The city cleaned it and opened up the view of the river in the Porterdale Yellow River Park. (Photo provided)

BELOW:

Development of the Yellow River Water Trail in Porterdale, Ga., and Rockdale, Newton, DeKalb and Gwinnett counties involved a "massive" cleanup, according to Tonya Bechtler, chairman and public outreach coordinator of the YRWT. "We cleaned four dumpsters of trash off the river." (Photo provided)



and board member of the YRWT.

"For a long time the river was bypassed and allowed to accumulate trash, both in the water and on the river banks. When more people started using it for kayaking, they saw the junk that had been accumulating through the years.

"The YRWT was formed and it took off from there to serve the region. We applied for and received a grant from Recreation





LEFT:

After kayakers initiated a discussion about the state of the neglected Yellow River, Porterdale, Ga., outdoor enthusiasts rallied to clean up the waterway. Residents and visitors of all ages now enjoy a variety of activities on the waterway and its banks. (Photo provided)

BELOW:

The Yellow River Water Trail has rescued and transformed a formerly neglected waterway. The development now offers 53 miles of paddling trail, kayaking, canoeing, birding, plus other outdoor exercise and recreational options, including this riverside walking track at Yellow River Park. (Photo provided)



Trails Program, which allowed us to construct a kayak ramp," said Thompson.

A water trail is the water equivalent of a hiking trail. Similar examples are blueways, canoe trails and paddle trails. These trails - used by picnickers, hikers and

anglers — have access points along the river for putting boats on the water or taking them off.

According to Tonya Bechtler, chairman and public outreach coordinator of the YRWT, the once-abandoned Yellow River did a 360-degree turn. With the recent Porterdale Yellow River kayak launch built in 2014, the effort has opened up a whole new world for outdoor recreation and family fun and brought Newton County up close and personal with their backyard rivers.

"Our very first picture on Facebook was in 2011. In 2013 we spent eight months training under the Georgia River Network, then officially launched in January 2014."

The YRWT is a grassroots development of 53 miles of beautiful paddling trail. It offers such activities as kayaking, canoeing, birding, exercise, protection, outdoor recreation, rafting, fishing, conservation, restoration and Adopt-a-Stream opportunities.

For kayaking there needs to be flat water - aka "recreational" - and also whitewater, according to Bechtler. The Yellow River has three sections of whitewater.

The combined efforts of Yellow River volunteers landed the Georgia River Network the Watershed Group of the Year recognition in 2014. Every dollar raised goes directly to the communities for marketing, boat launches, paddles and water testing, to name just a few things, said Bechtler.

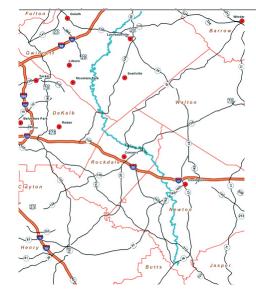
"Last summer brought well over 500 people brand-new to kayaking in Porterdale," said Bechtler. "As volunteers for the YRWT, we couldn't be more excited to see the number of vehicles sporting around Newton County with boats on top."

Porterdale Yellow River Park, which once saw only a car or two visiting at a time, now has a crowd every weekend.

"With an outfitter sold out most weekends, we definitely are seeing a huge surge in outdoor recreation," said Bechtler of the water trail, which is being developed in phases. Not only that, but the cleanup endeavor has Georgia Adopt-a-Stream volunteer water testers on the water monthly.

Thomson added that downtown business traffic had greatly increased as a result of the new trail.





"Also, we got great publicity and more folks are taking advantage of the Yellow River and its trails," said Thomson. "It's used heavily during the weekend, and the Georgia Conservancy is sponsoring a big paddle this fall." A map of the finished Yellow River Water Trail. (Image provided)

A "paddle" is an event when kayakers and canoeists come to an event for fun on the river. The next one will be Oct. 3, in conjunction with an outdoor concert.

Some of the costs of the project included volunteer expenses like trash bags, said Bechtler.

"The trails and kayak launch cost around \$90,000, but 80 percent of that was grant money," said Thomson. The project has resulted in Porterdale being named a Main Street community and adding a marketing director.

A popular shop on one of the new boat ramps is the Porterdale YAK Club, which does a good amount of business and lends itself to socialization, bringing people together in a shared pastime. The YAK Club also does ongoing weekly cleanup of the river and banks, and its name has added an element of humor to discussions about promoting the city.

"Want to have a little bragging fun with your out-of-town friends? Tell them you're a member of the esteemed Porterdale YAK Club, and don't mention the, um, different spelling of "yacht" (as in kaYAK)," Thomson said.

The "Mellow on the Yellow" folks could not have gotten as far as they did on their own. Several other Yellow River partners also contributed to the venture: the Georgia River Network; city of Porterdale; Newton County Water and Sewer Authority; Berry's Tree Farm; city of Covington; Newton County; Jackson Lake Homeowner's Association; Keep Covington Newton Beautiful; and Newton Trails.

Four counties contain the water trails: Gwinnett, DeKalb, Rockdale and Newton. The YRWT, which is being developed in phases, offers varied membership levels. ■

For more information about the Yellow River Water Trail, contact Bechtler at info@yellowriverwatertrail.org; or text or call (770) 364-0911.



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Budget prioritization

structure and tools from the CPBB

By ANNE MEYER BYLER | The Municipal

The Center for Priority Based Budgeting began in 2009 with the experiences in government finance and budgeting of Jon Johnson and Chris Fabian, co-founders. At various levels of government they had wrestled with the following questions, which are still front and center for most finance officers of cities and counties today:

- What is my community in business to achieve? Why do we exist?
- What is the local government uniquely qualified to provide, offering the maximum benefit to citizens for the tax dollars they pay?
- How does my community compare to others in terms of service delivery and cost to deliver services to citizens? How can I compare this data?
- How can community leaders create a culture of innovation within my local government?
- What is the community truly mandated to provide? What does it cost to fulfill those mandates?
- What programs are most appropriate to fund by establishing or increasing user fees?
- What programs are most appropriate for establishing partnerships with other community service providers?
- What services might the local government consider getting out of the business of providing?

As a result, Johnson and Fabian created a results-driven organization. Over the last two years the CPBB has partnered with 48 local government communities in the implementation of priority-based budgeting, fiscal health assessments or both. Of the 100 communities they've partnered with to date, 70 percent have been cities and 30 percent counties.

The tools CPBB offers for the budgeting process include:

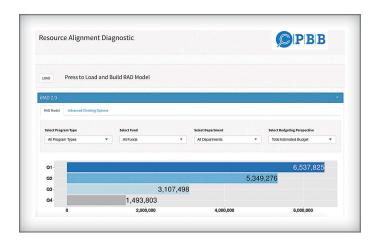
- Online fiscal health: A new approach to analyzing an organization's financial data uses the Online Fiscal Health Diagnostic Tool to attain insights into its economic conditions and reveal key solutions.
- Online program inventory and costing: This minimizes the hard work of identifying and articulating the services provided by an organization and calculating the costs of providing them. It is the foundation for cost of service analysis, rate analysis, outsourcing/insourcing and privatization and efficiency studies, as well as translating a line-item budget directly to a program budget.
- Fleet replacement analysis: CPBB has developed an approach to optimizing and minimizing the total cost of ownership for fleet resources. "When should a vehicle be replaced? When should an organization lease a vehicle instead of purchasing? How does an organization develop and optimize shared, or pooled, vehicles?" Erik Fabian, chief creative officer at CPBB, asked. "The data reveals the answers to these key questions and is easily accessible."

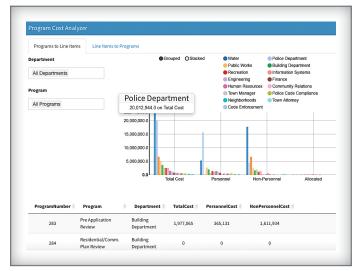


Mayor David Alvord of South Jordan City, Utah, strode into priority-based budgeting during the 2015-16 budget process, in the interest of making the city's budget more reflective of actual needs. The effort was effective in furthering the delivery of public services and achieving fiscal goals. (Diagram provided)

- Online priority-based budgeting: This is a major process the center offers, and it incorporates a variety of other tools:
- » Resource Alignment Diagnostic (RAD 2.0) model online: Allows easier access and user-friendliness for staff, elected officials and citizens. Filters data various ways; generates program lists; creates reports for your website, for the budget book, for your elected officials and for citizens.
- » The power of comparisons: Compares your organization's ability to align resources with results to all other PBB communities. You can customize the comparisons in various ways.

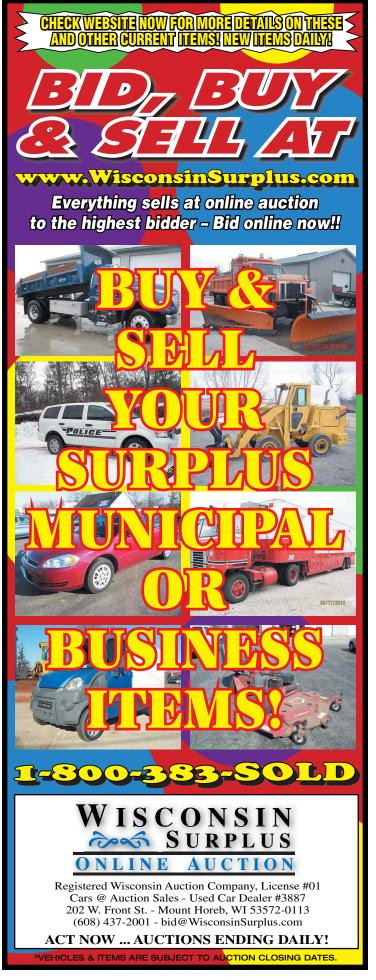
"After that you've learned about your financial position and can start to address what you've discovered."





These screenshots of the resource alignment diagnostic tool and program cost analyzer employed by the Center for Priority Based Budgeting illustrate the comprehensiveness of the data compiled and presented by the priority-based budgeting technique. (Images provided)

- » ModelMaker: This program updates and edits unique data in real time. Program inventory, costing and scoring, peer review and quartile calculations are processes that don't require the exchange of spreadsheet templates. All of an organization's data is stored within the online PBB system, and progress can be tracked from year to year.
- » Index summary: CPBB's landmark metric is the PBB Index. PBB communities over the years have consistently asked: "We now understand our own alignment of resources, but how do we compare with others?" The index is a single, quantifiable number that distills an organization's PBB data to indicate how well it is aligning resources towards results versus any other community. Progress, in terms of better aligning resources with results, improves the index year after year.
- » PBB return on investments plots: Determine what particular programs your departments are offering that are the best bang for the taxpayer buck and which are the programs on the other end of the spectrum that are worthy of reconsideration. This is a guide to resource allocation decisions at a program level that allows ▶



Center for Priority Based Budgeting Summer conference

The theme of this year's event is "Driving the Data-Focused Future of Communities."

"Referred to as an (un)conference, we annually gather the brightest and most curious minds in local government to share experiences, ideas, and lessons in innovation, said Erik Fabian, chief creative officer. "These 'usergroup experiences' are the foundation of our events. And it provides the perfect platform to explore how leading PBB implementers are 'Driving the Data-Focused Future of Communities!"

This year's conference will showcase leading public and private sector innovators who are inspiring data-focused excellence in local government.

Program highlights are scheduled to include:

- Keynote The to-be-announced keynote speaker is a member of the 2013 Time Magazine list of 100 most influential people, a TED Talk speaker and a leader in global innovation.
- Emerging Local Government Leaders will be a conference partner. ELGL will facilitate a panel discussion on the critical
- Brian Elms, manager of the city of Denver's internal innovation incubator Denver Peak Academy, will discuss data-informed decisions in local government.
- A new topic will revolve around "Reinventing Criminal Justice," with an innovative organization retrial.
- "Optimizing the Approach to P3's in Community Development" — This topic will be a SAFEbuilt panel discussion.

- comparison with other PBB communities that are similarly striving to stretch and wisely allocate funds.
- » The five policy questions: After completing the PBB process, participants frequently ask, "With all of these options to reallocate resources, where do we start?" The five policy questions enable communities to start applying the findings of the PBB process. Among them are, what programs are you offering that are perfect for considering a partnership? And what programs is your organization offering that are not achieving results, aren't mandated or that other public or private sector agencies currently offer?

According to Fabian, some of the CPBB tools are seeing heavy participation.

"We are mostly overseeing PBB, with more and more demand for the fiscal health diagnostic and program inventory and costing aspects." The Online Fiscal Health Diagnostic Tool "can be an entry point," he added. "After that you've learned about your financial position and can start to address what you've discovered using the online priority based budgeting to fix the issues and get an analysis of how you're allocating your resources."

Various types of challenges could face a community embarking on such a major financial process. Fabian stated that the biggest challenge for participating communities is embracing change itself.

"It's a new way to look at the world and resource allocation, so it's hardest for organizations committed to the status quo. Some will say, 'We want to address the questions, but our appetite for change is minimal.' Costs haven't been a problem."

CPBB has worked with cities as large as San Jose, Calif., which has a population of about 1 million, and as small as Victor, Colo., population 394. Fabian and Johnson want towns of any size to be able to use PBB tools and will work to fit the processes to the desires and resources of the community. Citizens are frequently involved in the PBB processes, either electronically through surveys or via town hall meetings, or both.

What has been the biggest surprise to CPBB staff in the process of working with communities and various PBB tools? Fabian said it was hearing from elected officials that the process diffuses politics in the decision making.



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"Politics will always be a part, but it depoliticizes decisions to be looking at them from the same point of view. It avoids much political divisiveness when parties can see where they are aligned in terms of results. In addition, through work with PBB cities and counties are more able to see about partnerships with nonprofit, private and public sector organizations and very obvious ways to be able to achieve the same results with less money. A city doesn't have to be everything to everybody. It can partner with other organizations and save money."

The annual CPBB conference takes place in Denver, Colo., Aug. 4–6. The theme is "Driving the Data-Focused Future of Communities."

Erik Fabian, chief creative officer, said that the annual gathering is referred to as an "(un)conference" where the brightest and most curious minds in local government gather to share experiences, ideas and lessons in innovation.

"These 'user-group experiences' are the foundation of our events and provide the perfect platform to explore how leading PBB implementers are 'Driving the Data-Focused

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"It's a new way to look at the world and resource allocation, so it's hardest for organizations committed to the status quo."



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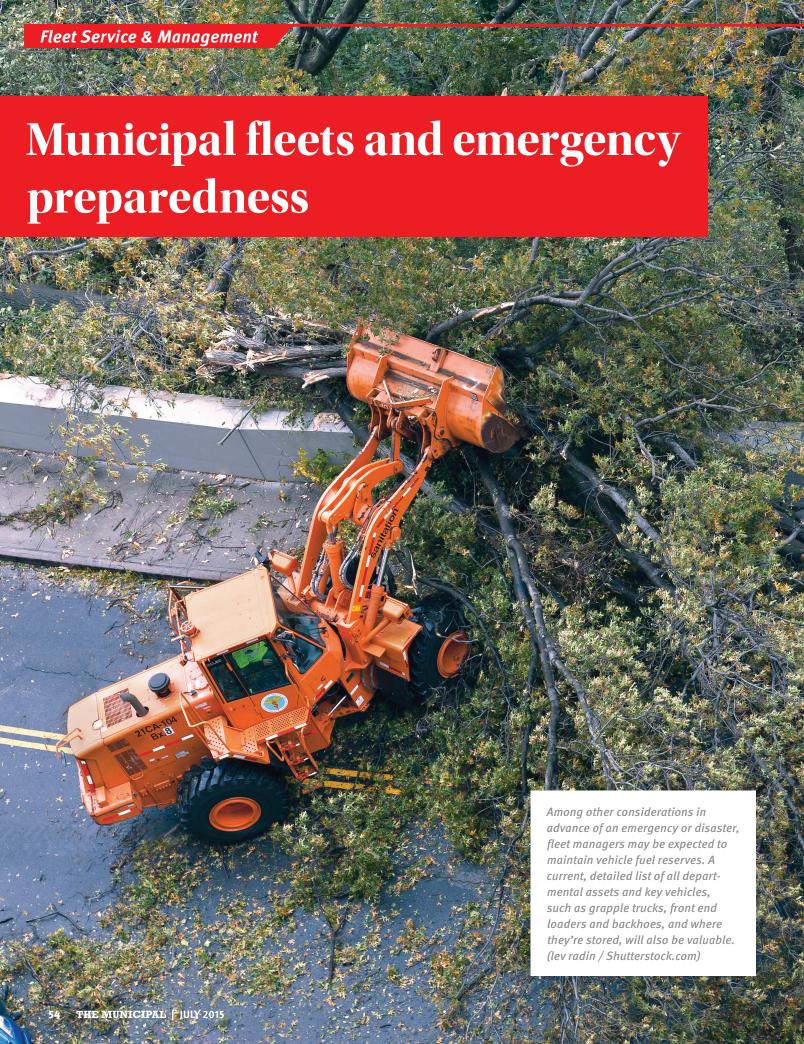


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HEN EVENTS OF CATACLYSMIC PROPORTIONS HARness their destructive forces on communities and neighborhoods, it brings a semblance of reassurance to know that emergency workers and equipment are poised and ready to be summoned at a moment's notice to become rescuers and responders.

Someone who knows how to prepare for such endeavors is Mario Guzman, general services manager for the city of West Palm Beach. In the state of Florida, residents and guests know all too well that they must continually be on a level of heightened awareness for weather phenomena and other similar disasters. It is an ongoing process of education that Guzman touts and teaches to those who must answer the call when emergency preparedness is essential. What is just as critical and vital, Guzman noted, is ensuring that during rescue and recovery operations, there are plans in place to effectively deploy and manage city fleets.

"Regarding emergency preparedness, there are numerous resources that one can tap to assist in an event of an emergency," Guzman explained. "Although many of the practices are similar, such as fuel availability and location of assets, each respective geographical area has its own dynamics in which each fleet manager must correspond to."

For example, in the Florida region hurricanes pose a lingering and ominous threat. Guzman said becoming enabled for quick response means that the impending event is approached from three separate vantage points: pre-hurricane preparation, "hunkering down" during the actual storm and post-storm assessment.

"Each organization should have a plan in place," Guzman said. "The federal government has NIMS (National Incident Management System), which is a great start to draw a plan for emergencies."

"Once a plan is created, it is imperative that it's reviewed annually and always have a 'dry run.' The plan should address key points of contacts and their responsibilities. In the annual review key, personnel and phone numbers should be updated."

A plan to effectively deploy and manage city fleets and equipment during emergency events is critical and vital, according to Mario Guzman, general services manager for the city of West Palm Beach, Fla. (Photo provided)







Part of the working plan for the West Palm Beach area, Guzman explained, is to keep fuel reserves at 75 percent capacity during hurricane season. The level drops back to 65 percent in all other times of year. A detailed list of all departmental assets and their respective assets is kept current, and certain key vehicles, such as grapple trucks, front end loaders and backhoes, are stored in secure locations.

One of the thresholds the Florida community watches for, when establishing an approaching emergency situation with hurricanes, If the city plans to seek funding from insurance or state or federal sources for cleanup efforts, careful documentation of the cleanup—including how debris was handled, what vehicles were used where and when, and payroll aberrations—must all be indicated and explained. (Leonard Zhukovsky / Shutterstock.com)

is when a storm is officially named. At that point the mindset shifts from status quo to state of enhanced action.

"At this point we meet with staff and indicate emergency points of contact and advise our staff to ensure they are safe in the event of a storm," Guzman said. "The main focus is to have a plan with key points of contacts and procedures. You want to ensure that everyone knows what they need to do.

"We also work with corresponding agencies to combine resources. Our main focus is to remain safe and to ensure that our employees are safe. In the case of another event, such as a tornado or a terrorist attack, our main objective would be to assess the situation and provide equipment support to our first responders."

The primary goal of a fleet manager is to be serve as a liaison to crucial services, he further noted.

"These include departments such as police, fire rescue, water utilities, and sanitation. For example, police and fire may need a road cleared, then the fleet division can coordinate with the parks department to be sure that the road gets cleared."



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The work of each municipal department and each fleet division does not end once the dust and debris has settled, however. As Guzman said, the next stage of recovery is "documentation, documentation, documentation."

"Aside from providing support to our organization and the citizenry, it is imperative that you have a personnel that is solely responsible for documentation and records retention. If your organization is going to seek funding for insurance purposes, or from FEMA, it must document all resources that were used for the storm only. Hence, normal debris does not count."

Guzman cited instances where it was necessary to categorize piles of debris separately, indicating those that were caused by the event itself versus items that were considered rubble prior to the storm. Any overtime pay and salaries extended to workers must also be carefully meted out.

"It may take months to get funds, so it's critical that all aspects regarding the response to an emergency are accounted for," he added.

And in those moments when there's a sense of normalcy, there remains the forward thinking of readiness for when there will be another life-altering occasion.

"Prior to any event, you have a comprehensive maintenance program that is completed on a regular schedule," Guzman said. "Our fleet division is highly demanded for its services, so we have to ensure that departments have the proper vehicles and equipment to fulfill their organizational mission."

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Cost-effective local road safety planning and implementation



This information is part of a case study performed by the American Traffic Safety Services Association in 2011. For a copy of the entire document, contact the atssa at **(800) 272-8772** or **www.atssa.com**.

Signs should be detectable and legible at a distance during both the day and at night and remain unobscured by foliage. (Shutterstock photo)

RAFFIC SIGNS VISUALLY COMMUnicate regulations, warnings,
directions and locations to
drivers. In conveying this information in a uniform manner,
a safer environment is created for drivers. Signage falls into three categories:
regulatory (ex. stop, yield), warning (ex.
intersections, curves) and information (ex.
street names, directions).

When inadequate or deficient signage conditions exist, drivers may make inappropriate responses, negatively impacting safety and increasing agency liability. The source of standards and warrants for the design and use of signs in the United States is the Manual on Uniform Traffic Control Devices.

The MUTCD establishes the shapes and colors of various signs to ensure uniformity and establish driver expectations. An effective traffic control device, such as a sign, should fulfill a need, command attention, convey a clear and simple meaning, command respect and give adequate time for a proper response.

These concepts should all be kept in mind when planning, designing, placing and maintaining signs. Signs should be detectable and legible at a distance during both the day and at night and remain unobscured by foliage.

The needs of all drivers should be considered when designing signs, particularly those with reduced vision, such as older drivers. When a sign is no longer warranted or needed for a particular location, it should be removed.

In using signs to improve local road safety, the most important consideration is whether a sign is needed. A good place to begin is to look at the crash history of your roads. As noted in other parts of this document, good crash records can be a tremendous tool to not only see "hot spots" where multiple crashes have occurred, but also where there are trends, such as crashes occurring at multiple rural T-intersections.

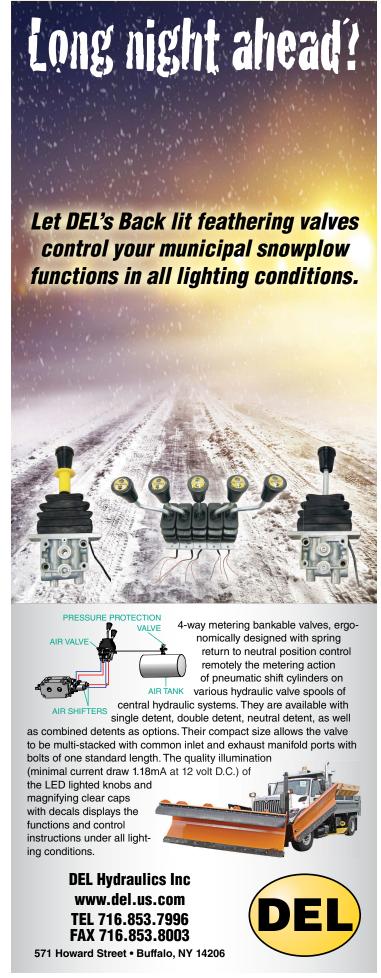


An effective traffic control device should fulfill a need, command attention, convey a clear and simple meaning, command respect and give adequate time for a proper response. These concepts should all be kept in mind when planning, designing, placing and maintaining signs. (Shutterstock photos)



Another place to look are areas where development is changing that may either cause increased traffic or more conflicts with pedestrians, cyclists and other drivers. The identification of sign needs or lack thereof may also come from maintenance/agency personnel, police or citizens based on observations of different changes in safety, operations, etc., at specific locations. Based on these observations, a consultation of the MUTCD should be made to determine if a sign is needed and what signing options are available. Note that the use of a sign should be carefully considered to avoid oversigning in a location, which can result in driver information overload and possibly degraded safety. This requires consideration of prioritization of information needs to ensure they are correctly processed by a driver.

Frequent inspection and maintenance of existing signage is necessary to ensure it is still meeting its intended function. This includes determining if the sign is in good conditions and that an adequate level of retroreflectivity exists (as observed at night). Retroreflectivity needs are discussed in other sections of this document. While inspections are carried out by agency personnel, notification of sign issues by others, such as vandalism reported by police or citizens, can also be useful. Where deficiencies are confirmed to exist, repairs or upgrades should be made by trained maintenance or engineering personnel, who should also assure the signs are kept clean and their support structures in good condition.





Good crash
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at multiple rural
T-intersections.
(Shutterstock photos)



Using signage to make local roads safer

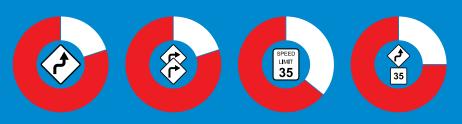
The use of signage has been found to have a positive impact on safety. Figures from the Institute of Transportation Engineers indicate that a number of different signs have produced crash reductions. These include curve warning arrows, 20 percent; advance curve warning signs and speed plaques, 20 percent; advisory speed signs, 36 percent; and a special curve warning arrow sign with stated speed, 75 percent.

Further information from ITE indicated that traffic signs in general could be expected to reduce fatal crash rates by 29 percent, injury crash rates by 14 percent and combined fatal and injury crash rates by 14 percent, while producing a cost-benefit ratio of 7.3.

Information from the Federal Highway Administration indicates that the installation of double stop signs reduced total crashes by 11 percent and right angle crashes by 55 percent, while advance warning signs reduced total crashes by 40 percent at rural locations.

The use of signs to make local roads safer does not need to be a complicated process. Mendocino County, Calif., established a simple program that demonstrated that additional signs on local roads can improve safety.

From 1992 through 1998, the county reduced crashes along its roads by 42.1 percent by simply adding and improving signage. The approach taken was basic, with a review of each road in the county made on a three year cycle to identify signing deficiencies. This included a combination of field reviews and a review of recent crashes that had occurred on each road. Over six years, a total of \$79,260 was spent on this effort; when crash reductions were



Engineers indicate that a number of different signs have produced crash reductions. These include curve warning arrows, 20 percent; advance curve warning signs and speed plaques, 20 percent; advisory speed signs, 36 percent; and a special curve warning arrow sign with stated speed, 75 percent.

accounted for, the program produced a costbenefit ratio of 299.0.

When examining the use of signs to improve safety, a local agency should consider both roadway segments and intersections. Along segments, geometric features such as curves should be examined to determine whether adequate signage is present to provide drivers with advanced warning. The appropriateness of existing signs, such as the posted speed limit, should also be reviewed

with changes or removals made

as needed. Intersections should also be reviewed for sign needs and existing adequacy. The FHWA indicates that signage should be used to provide drivers with advanced notice of the presence of an intersection and applied where patterns of right angle, rear end or turning crashes exist.

It should also be recognized that more or better signs are not an automatic panacea. In some cases, more

extensive improvements (such as those highlighted in other parts of this document) may be needed to either prevent crashes or mitigate the impact if a driver does leave the roadway.

Signs are an important component of roadway safety, providing drivers with the guidance and information necessary to drive safely. The low cost of signs (both materials and installation) make them an ideal approach to improving safety along local roads, particularly if past crash history indicates correctable problems exist. Figures have shown that the use of signs results in crash reductions and produces positive costbenefit ratios.

A simple approach can be employed to improve safety on local roads using signs. This can consist of a review of site conditions and crash data to identify locations or crash patterns where deficiencies exist or signs can address a safety issue. In using signs on local roads, a practitioner should take care to avoid overuse, which could potentially lead to drivers ignoring them and degrading safety.

For more information on Low Cost Local Road Safety Solutions, visit **ATSSA.com**.

Product Snapshots

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Cheeseburger in ... Caseville?

2015 festival date: Aug. 14–23

To quote John Belushi in Saturday Night Live's Olympia Cafe sketches: "Cheeseburger, cheeseburger!"

To quote thousands of Parrotheads each August: "Cheeseburger in Caseville!"

Cheeseburger in Caseville is an annual Jimmy Buffet-themed festival, held in the tiny Michigan burg since 1999. The town and its neighbors love to see them coming: Revelers snap up every available hotel accommodation within a 40-mile radius, renting houses in town and filling the nearby county park and 40 more acres with campers and tents so they can enjoy music, talent contests, races, kids' games and the festival's signature event: the two-hour Parade of Tropical Fools.

The first "Cheeseburger" festival attracted about 5,000 people, still a significant event for a town of only 755.

"It gets bigger every year," said Jamie Learman, Caseville administrative clerk and its former police chief. She estimated the yearly draw to now be "well over 50,000" people. The growth was steady, but gradual enough for the municipality to adjust and prepare for the burgeoning crowds.

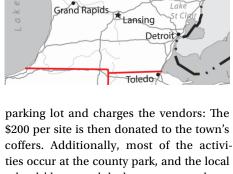
The administration of Caseville has never forgotten its proper role in hosting the festival.

"Our ultimate responsibilities are to the taxpayer and to businesses," Learman said. "It's a balancing act." From the beginning, the municipality set its financial sights on solvency.

"Our ultimate goal is to cover all the costs so there is no burden on the taxpayer," said Learman. "Last year we brought in about \$15,000," just enough to cover the additional security and cleanup expenditures.

The money comes from vendor permit fees, which started 16 years ago at \$15 for the run of the festival. They now amount to \$500 for five days of the 10-day event.

Caseville has also forged win-win working relationships with the local chamber of commerce. "They run the show and we cooperate with them," said Learman. A downtown church hosts more than 20 vendors in its



MICHIGAN

Caseville

schools' booster clubs have a monopoly on concessions sold at the amphitheater.

The arrangements have worked well enough to spawn a spinoff festival, the Caseville Country Ribstock. It's held every June

For more information, visit www.cheeseburgerincasevillefest.com.

FAR LEFT:

Many attendees sport personally stylized headgear at the Cheeseburger in Caseville festival. Decorations invariably include parrots, pineapples, margaritas and palm trees. (Photo courtesy Caseville Chamber of Commerce)

LEFT:

A happy youngster emerges from the mud bath, a one-day attraction at the Cheeseburger in Caseville festival. Kids are invited to wallow to their heart's content, knowing they will be thoroughly hosed off by the fire department afterward. (Photo courtesy Caseville Chamber of Commerce)

RIGHT:

A bus slowly proceeds down Caseville, Mich.'s main thoroughfare, clearing it of spectators in advance of the Parade of Tropical Fools, which typically lasts two hours. (Photo courtesy Caseville Chamber of Commerce)









ABOVE:

Youngsters pedal their self-decorated bicycles during the kids' parade at Cheeseburger in Caseville, an annual celebration in Caseville, Mich. The kids' parade takes place on a neighborhood street two days before the festival's centerpiece, the Parade of Tropical Fools. (Photo courtesy Caseville Chamber of Commerce)

BELOW:

Three revelers dressed as flamingoes pause at the shore of Saginaw Bay after walking in the Cheeseburger in Caseville parade. (Photo courtesy Caseville Chamber of Commerce)







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Brooklet Peanut Festival

2015 festival date: Aug. 15





In a state where peanuts are king, the small municipality of Brooklet stands as a paragon of success in celebrating Georgia's signature crop.

The town's first festival in 1990 drew more attendees than its population. Brooklet has 1,395 residents, and the inaugural Brooklet Peanut Festival attracted 2,000 revelers.

Now in its 26th year, the festival, planned by the Brooklet Community Development Association with the town's assistance, is expected to attract upwards of 20,000 people. Many of them are repeat customers, some from as far away as California.

"It's like a family reunion," said Randy Newman, president of the BCDA and a 15-year city council member.

The festival, held the third Saturday in August, includes a parade, 5K run, live entertainment and a slow tractor "race" in which the last tractor to cross the finish line wins.

This year's event boasts 24 food vendors, 77 arts and crafts vendors, 10 nonprofit booths and 15 amusement attractions. The parade will have about 100 entries.

The festival's purpose is to raise funds for two college scholarships and a selected town improvement project. The idea was initiated by a group of women who once chatted over a canasta game about the downtown holiday decorations. Festival proceeds have supplied funding for a downtown park, a gazebo and a fountain. This year's profits will go toward electrical upgrades for the city-owned festival grounds.

"We decide year to year while we're planning the festival," said Newman. Organizers are also trying to set up a town museum in the original barbershop downtown that will highlight the town's history and include exhibits of past peanut festivals.

Surprisingly, there are only three or four peanut festivals in Georgia, Newman said. Other celebrations have come and gone, but the Brooklet festival gets bigger every year.

He hailed the winning ingredient of the festival's success as "a real good set of volunteers." For example, "the high school football team comes in the next day and helps clean up. By the end of the weekend, you can't tell we had a festival, it's so clean."

Extensive planning is another reason for the festival's staying power.

"After the festival, we start the next day planning for the next year." M

For more information, visit www.brookletpeanutfestival.com.



ABOVE:

Residents meander through the children's section of the annual peanut festival in Brooklet, Ga. (Photo provided)

BELOW:

In addition to children's rides, the Brooklet Peanut Festival in Brooklet, Ga., offers local food vendors, merchant tents, a popular parade and a slow tractor "race." (Photo provided)



Sept. 26, Plains, Ga.

The annual Plains Peanut Festival is centered around one of the Sumter County community's claims to fame, its peanut production, and features 39th President Jimmy Carter in an active role. The festival kicks off with a 1-mile fun run and a 5K road race. People also line the sidewalks of Plains each year to watch the unique entries in the parade downtown. (Photo by Joseph Sohm / Shutterstock.com)



Product Snapshots

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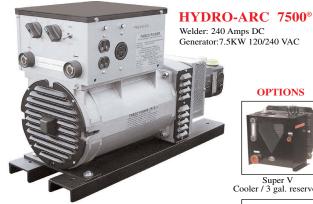


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JULY

July 16-19 Municipal Association of South Carolina Annual Meeting

Marriott Hilton Head Island, Hilton Head Island, S.C. www.masc.sc

www.ffca.org

July 17–21 Florida Fire Chiefs Association Annual Meeting & Executive Development Conference Waldorf Astoria, Naples, Fla.

July 19–23 National Association of Police Organizations 37th Annual Convention

The Westin Savannah Harbor Gold Resort & Spa, Savannah, Ga. www.napo.org

AUGUST

Aug. 1–5 NIGP The Institute for Public Procurement Forum 2015 Kansas City Convention Center,

Kansas City, Mo.

nsite.nigp.org/forum15/home

Aug. 2-5 Institute of Transportation Engineers 2015 International Annual Meeting & Exhibit

The Diplomat Resort & Spa, Hollywood, Fla. www.ite.org

Aug. 2-6 Community Anti-Drug Coalitions of America Mid-Year Training Institute

JW Marriott Hotel, Indianapolis, Ind. www.cadca.org/myti

Aug. 2–6 StormCon, the North American Surface Water Quality Conference & Expo

JW Marriott Austin, Austin, Texas www.stormcon.com

Aug. 3–6 West Virginia Municipal League 46th Annual Conference

Oglebay Resort, Wheeling, W.V. www.wvml.org

Aug. 13-15 Florida Municipal League Annual Conference

World Center Marriott, Orlando, Fla. www.floridaleaqueofcities.com

Aug. 22–25 International Municipal Signal Association 120th Annual Conference & 38th Annual School

Hyatt Regency, New Orleans, La. www.imsasafety.org/2015conf

Aug. 24–26 Fleet Technology Expo

Long Beach Convention Center, Long Beach, Calif. www.fleettechnologyexpo.com

Aug. 25–27 American Association of Motor Vehicle Administrators Annual International Conference

Iowa Events Center, Des Moines, Iowa www.aamva.org

Aug. 25–27 Solid Waste Association of North America WasteCon

Gaylord Palms Resort & Convention Center, Kissimmee, Fla. swana.org/Events/WASTECON.aspx

Aug. 26-29 International

Association of Fire Chiefs Annual Conference & Expo (FRI 2015)

Georgia World Congress Center, Atlanta, Ga.

www.iafc.org/micrositeFRIconf

Aug. 30-Sept. 2 APWA International Public Works Congress & Exposition

Phoenix Convention Center, Phoenix, Ariz.

www.apwa.net/congress

SEPTEMBER

Sept. 15–17 National Recreation & Parks Association Annual Conference

Mandalay Bay, Las Vegas, Nev. www.nrpa.org/Conference2015/About

Sept. 15–19 EMS World Expo & World Trauma Symposium

Las Vegas Convention Center, Las Vegas, Nev. emsworldexpo.com

Sept. 16-18 Michigan Municipal League 2015 Convention

Traverse City, Mich. www.mml.org

Sept. 17–19 Illinois Municipal League 102nd Conference

Hilton Chicago Hotel, Chicago, Ill. conference.iml.org

Sept. 20–23 Missouri Municipal League Annual Conference

Kansas City, Mo. www.mocities.com

Sept. 21–25 Fire Department Safety Officers Association Annual Safety Forum

The B Hotel, Fort Lauderdale, Fla. www.fdsoa.org

Sept. 23-25 lowa League of Cities Annual Conference

Cedar Rapids Convention Complex, Cedar Rapids, Iowa www.iowaleague.org

Sept. 26-30 Water Environment Federation Annual Technical Exhibition & Conference

McCormick Place, Chicago, Ill. www.weftec.org

Sept. 27–29 American Road & Transportation Builders Association National Convention

Hilton Philadelphia at Penn's Landing, Philadelphia, Pa. www.artba.org/news/training-events

Sept. 27-30 ICMA Annual Conference

Seattle, Wash. icma.org/en/icma/events/conference

Sept. 28–30 FIERO Fire Station Symposium

Sheraton Ridge Raleigh Hotel, Raleigh, N.C. www.fierofirestation.com

Sept. 29-Oct. 1 2015 Indiana Association of Cities & Towns Annual Conference & Exhibition

French Lick Resort, French Lick, Ind. www.citiesandtowns.org

Sept. 29-Oct. 1 International Construction & Utility Equipment Exposition

Kentucky Exposition Center, Louisville, Ky.

www.icuee.com

OCTOBER

Oct. 4-6 Virginia Municipal League 110th Annual Conference

Richmond Marriott, Richmond, Va. www.vml.org/content/virginiamunicipal-league-110th-annualconference

Oct. 4-7 American Public Transportation Association Annual Meeting

Hilton San Francisco Union Square, San Francisco, Calif. www.apta.com/mc/annual

Oct. 6-7 Sustainable Cities Network Growing Sustainable Communities Conference

Grand River Center, Dubuque, Iowa www.gscdubuque.com

Oct. 9-10 Iowa Fire Service Instructors Conference

www.iasfsi.org

Oct. 11–13 North Carolina League of Municipalities Annual Conference

Winston-Salem, N.C. www.nclm.org

Oct. 11–14 National Procurement Institute 47th Annual Conference & Products Exposition & 20th Annual Achievement of Excellence in Procurement Awards Presentations

Tuscany Suites, Las Vegas, Nev. www.npiconnection.org

Oct. 20-23 ISSA/Interclean North America

Las Vegas Convention Center, Las Vegas, Nev.

www.issa.com/trade-shows

Oct. 20-23 Association of Metropolitan Planning Organizations Annual Conference Westin Las Vegas Las Vegas New

Westin Las Vegas, Las Vegas, Nev. www.ampo.org

Oct. 21–23 Ohio Municipal League 64th Annual Conference

Renaissance Hotel, Columbus, Ohio www.omlohio.org

Oct. 21-23 GIE+ Expo

Kentucky Expo Center, Louisville, Ky. *gie-expo.com/gieexpo*



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As discussions initiated regarding the upcoming sesquicentennial celebrations of Phelps County in 2007 and the city of Rolla in 2011, the topics came around to the entities' flags.

"I wondered if we had one. It turns out we did. We had to find it, and when we did it was old and horrible," remembered John Petersen, Rolla director of community development.

Although the city was officially founded in 1861, that first design was created as part of an observance of the U.S. bicentennial anniversary in 1976. Afterward it was relegated to storage.

During the early 2000s Rolla began to cultivate and value a relationship with sister city Sondershausen in Germany. The process taught Petersen that Germany maintains a strong tradition of displaying flags, emblems and banners.

"They wanted to fly our flag and wanted us to fly theirs, but we had nothing to give them," he said. "That kind of got the thing rolling."

After gathering some input from a local high school vocational class, Petersen and Rolla Public Works Assistant Anne McClay laid out a new flag design that not only represented the city, but also complemented the county and national flags that would fly alongside it.

The Rolla flag is proudly displayed at the local fire and police stations, city offices, school district buildings and library and can be requested by other entities and individuals as well. Although its design is intentionally cost-effective — partly to keep replacement costs down and partly to encourage its diffusion — Petersen admits to not being diligent in collecting the purchase fee.

"I just want the flag to be flown," he said. M

Illustration by Richard Aquirre & Shutterstock

Product Snapshots

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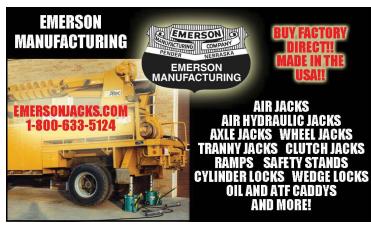
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2006 CHEVY C5500 4x4, 45' Versalift Bucket Truck, 6.6L Duramax Turbo Diesel, AT, Front Winch, A/C, Stk. #413782



2003 IHC 7300 60' 2-man bucket truck, 4x4, DT466 diesel, 5 sp., Allison AT, AC, CC, Stk. #051513



2002 INTERNATIONAL 4400 60' Lift-All Bucket Truck w/ Material Handler, Allison AT, CC, A/C, Stk. #509451



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41' Altec bucket truck, 6.4L Power Stroke diesel,
AT. AC. Stk. #C14260



2008 DODGE RAM 5500HD 42' ETI bucket truck, 6.7L Cummins turbo diesel, AT, AC, CC, Stk. #237898



2008 FORD F550 42' ETI bucket truck, 4x4, 6.4L Power Stroke diesel, Auto, AC, Front Winch, Stk.# D17449



2004 GMC C7500 60' Altec forestry bucket truck, 8.1L Vortec V8, 6 sp., Kubota pony motor, Stk. #519555



2002 GMC C7500 60' Altec forestry bucket truck, 8.1L Vortec V8, gas, 5-sp., 11' dump bed, Stk. #513719



2002 GMC C750060' Hi-Ranger forestry bucket truck, 8.1L Vortec
V8, 5 sp., Stk. #516876



2004 GMC C6500

11' Chipper dump truck, 8 cyl. Vortec V8, gas, rider cab. AC, CC, Stk. #515575



2008 FORD F350 Mechanics truck, 4x4, 6.4L Power Stroke diesel, AT, 3200LB Auto crane, AC, CC, Stk. #C82799



2008 DODGE RAM 5500 SLT Mechanic's truck, 6.7L Cummins diesel, Auto crane welder/gen, loaded, Stk. #146477



2010 FORD F550 4X4 9' Flatbed, Stellar 3315 Crane, AT, 6.4L Power Stroke turbo diesel, Stk. #B25927



2006 CHEVY C4500 Mechanic's truck, 6.6L Duramax turbo diesel, 6-Sp., Auto crane, Stk. #410832



2011 FORD F350 4x4, 9' Service Truck, 6.7L Power Stroke Turbo Diesel, AT, A/C, CC, PW, PM, PL, Stk. #D04971



2011 FORD F250 4x4 Ext. Cab service truck, 6.2L V8 OHV 16V, AT, AC, CC, PW, PM, PL, Stk. #C96371



2011 FORD F550 4x4 service truck, 6.7 Powerstroke Turbo Diese AT, AC, CC, PW, PM, PL. Stk. #B11073



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ABOVE:

The strong work ethic and focus on customer service instilled in the core fundamentals of Meyer Distributing by Mike Braun has made it an industry leader in automotive products and accessories distribution. Combining unrivaled operations and technology with honest, personal and dedicated service makes Meyer Distributing a logical choice to partner with your municipality. (Photo provided)

LEFT:

Ensuring your municipal vehicles are stocked with well-made, efficient tools and equipment is important. Safe and proper storage of those items is equally important. With the countless products available from Meyer Distributing, like those from the ever-reliable Weather Guard, you're sure to get the job done easily and without issue. (Photo provided)

customers. Meyer Distributing feels that it has a lot of friends it does business with, rather than just account numbers. This personal commitment will continue to make it the logical choice for those who value honest, personal and dedicated service.



BOTTOM RIGHT:

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BOTTOM LEFT:

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Meyer Distributing was cofounded in Haysville, Ind., in the mid-1980s by Mike Braun, a man with an honest, down-to-earth approach, strong work ethic and focus on customer service. The business Braun acquired, then called Meyer Body Company, initially manufactured truck bodies and later served as a truck parts and equipment distributor. Braun realized the need for a strong aftermarket accessory distributor focusing on the Midwest. He began serving retailers in South-

highest level of service. ern Indiana and quickly built a strong list of customers. As

The Specialty Equipment Market Association presents the Warehouse Distributor of the Year Award for outstanding contribution to the specialty automotive industry. Meyer Distributing was proud to receive this honor out of over 6,000 member companies and continues to this day to employ the same values that earned it such an acknowl-

edgement. (Photo provided)

the coverage area expanded, the facility in Haysville became inefficient. In 1998 Meyer moved into a true warehouse in Jasper, Ind., to better meet customer needs. As Meyer continued to rapidly grow, additional facilities were added in many other areas nationwide to expand service capabilities.

Today Meyer Distributing is a leader in specialty automotive products marketing and distribution. It serves all 50 states from 50 strategically placed distribution centers and cross docks. Along with the specialized transportation services provided by Meyer Logistics, which serves as the backbone to its vast distribution network, Meyer Distributing can keep your municipality supplied and ready for any need you may have.

Leading companies are built on similar core fundamental principles. Constant focus on these guiding practices lays a solid foundation for future growth. At Meyer, its entire history has been based on building personal relationships and applying important fundamentals with a common sense, hands-on approach. The commitment to integrating core business units into one package enables it to provide unmatched customer service on a repeated basis. The Meyer Distributing team's devotion to improving all operational processes helps grow your business and enhances its ability to offer the industry's

> To evolve with the latest advancements in technology, Meyer Distributing

> > has also developed an innovative online ordering system with features that allow you to view the inventory of every warehouse, search through the entire

list of products available, find parts designed specifically for your vehicle, check your delivery date and modify orders or

manage your account. Most importantly, it makes placing orders incredibly fast and easy. This allows customers to control their ordering process and save time. Matched only by top-notch service, Meyer Online is the perfect complement to the package Meyer Distributing offers.

When combining price, availability and unmatched customer service based upon a common sense, down-to-earth methodology, you have a company you can rely on. Each Meyer employee knows personal relationships, rock solid dependability and good value are most important to its customers. Each day at Meyer, from sales to fulfillment, the staff takes pride in what they do. As they continue to implement cutting-edge operations and technology to lead this industry, you can trust that their business is to serve you. This can be proven no better than by the prestigious acknowledgement received when they earned the Warehouse Distributor of the Year Award by the Specialty Equipment Market Association.

Meyer Distributing looks forward to continuing its efforts to provide the best service for its customers. The company will continue to support all of its customers and vendors, building partnerships and friendships across the country. Meyer takes a truly personal approach with every element of its operation; each customer, vendor and associate is treated with utmost respect. It is Meyer Distributing's aim to show an attention to detail that will set it apart from other larger companies. It takes pride in being close to the heartbeat of the business and holds all of the staff to the highest of standards. Put simply, Meyer Distributing will never lose sight of the core principle of dedicated, precise and personal service.

For more information and to set up a partnership with Meyer Distributing, visit MeyerDistributing.com or call (800) 639-3787. Information provided by Meyer Distributing.



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GPS Insight celebrates 10 years of innovation and success

Scottsdale, Ariz. — GPS Insight, a top technology provider of GPS vehicle and asset tracking software for commercial fleets, celebrated its 10th birthday in April in the rooftop garden at GPS Insight's Scottsdale headquarters.

GPS Insight celebrated with approximately 150 employees, family and friends as they enjoyed 10 years' worth of storytelling and pictures of the company's trailblazing route of innovation and success in the telematics space.

It began in 2004, when Founder and CEO Robert Donat was a technology consultant. He was approached by a local trucking company that wanted assistance in finding a GPS tracking software that would meet all of its needs. None existed at the time, so he created GPS Insight as the first highly customizable GPS tracking software for fleets. Despite its significant growth, GPS Insight remains focused on innovation in the name of client success.

APWA 'Low & Slow Across America's Infrastructure Tour'

Kansas City, Mo. - The American Public Works Association kicked off National Public Works Week with the "Low and Slow Across America's Infrastructure Tour" launch at the Washington, D.C., Public Works Fleet Campus, 1833 West Virginia Ave. NE, Tuesday, May 19. The tour featured best-selling author Dan McNichol, who drove a 1949 Hudson Commodore 8 - as a metaphor of the aged condition of infrastructure - from Washington, D.C, to Los Angeles, in order to assess the condition of infrastructure projects.

"APWA is pleased to sponsor the launch of the 'Low & Slow Across America's Infrastructure' Tour. McNichol's trip will draw attention to the critical condition of our country's infrastructure and increase awareness of public works professionals, as well as the infrastructure investments needed to maintain these systems," said APWA Executive Director Peter King. "Later this summer, McNichol will also discuss the tour with attendees of the APWA 2015 International Public Works Congress in Phoenix, Ariz., on Wednesday, Sept. 2," King said.

APWA sponsors National Public Works Week annually with the more than 28,500 members in the U.S. and Canada.

SMART introduces propane autogas huses to its fleet

Detroit, Mich. — In May SMART public transportation system introduced into its fleet 61 new Connector paratransit propane autogas fuel system buses. The buses will be fueled with affordable, clean, domestically produced propane gas, making SMART the second-largest propane autogas powered paratransit fleet in Michigan and one of the top five largest in the United States.

"SMART is committed to responsibly and eco-consciously serving the communities in southeast Michigan. By using domestically produced propane we help support local jobs and our economy," said John Hertel, general manager. "In addition, using the autogas technology will improve our operations, lower costs and preserve the environment in which we work, live and play."

By investing in the new autogas vehicles, SMART will reduce emissions, save money and extend the life of the vehicle. The total fuel and maintenance savings is projected to be \$1.1-\$1.7 million over the lifetime of the fleet, with a return on investment of less than four months. This technology has also been shown to extend vehicle life due to less wear and tear on the engines by other autogas fleets.

The vehicles and propane stations are grant funded.

ISI opens sustaining membership to firms

Washington, D.C. - The Institute of Sustainable Infrastructure announced in June that it had opened its sustaining memberships to private sector firms in engineering, planning, design and construction organizations. The ISI sustaining membership is designed for companies to be recognized publicly for their competency and experience in the development of sustainable infrastructure projects.

The ISI is a not-for-profit organization that, in partnership with the Zofnass Program for Sustainable Infrastructure at Harvard University, developed a tool to help public and private sector decision makers create sustainable infrastructure projects. The tool, called the Envision sustainable infrastructure rating system, is Web based and available in the public domain at no charge to the user.

Originally designed specifically for civil infrastructure, the Envision tool can help decision makers develop nationally recognized sustainable projects for all types of infrastructure, other than habitable buildings. It can also be used for industrial infrastructure, which has a significant effect on the sustainability of the communities in which they are sited.

For more information on sustaining memberships, visit www.sustainableinfrastructure.org.

Aero Industries promotes Jeff Boyd to vice president of sales and marketing

Indianapolis IN-Aero Industries Inc., a global leader in the manufacturing of tarp systems and trailer accessories, promoted Jeff Boyd to vice president of sales and marketing this month.

Boyd began his career at Aero Industries 16 years ago, almost immediately after graduating from Indiana University. Since then he has worked his way up through the company ranks. Boyd began as a Conestoga inside sales representative/product specialist and was then promoted to flatbed products manager in 2010. Three years later he was named director of sales.

Boyd also serves on the company's leadership team, helping to make strategic decisions for the long-term vision of the company, analyzing industry trends and market demands to strategically deliver innovative products to customers.

Rush Truck Centers to Distribute EZ Oil Drain Valve products nationwide

Redmond, Wash. — EZ Oil Drain Valve has secured a national campaign with Rush Truck Centers, and EZ oil drain valves are now available at Rush Truck Centers nationwide. With over 100 locations across the country, Rush Truck Centers is one of the nation's leading heavy-duty truck dealerships. Widely known for being a provider of premier solutions and products for commercial vehicles, EZ Oil Drain Valves' products will be an addition to the company's existing brand. M

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What does your city's infrastructure say about your city?

"A city's infrastructure can define and

the city the infrastructure serves."

reflect the character and population of



STEPHEN SHELLEY | Guest columnist Vice-Mayor, city of Homestead, Fla.

NE OF GOVERNMENT'S PRIMARY PURPOSES, WHETHER federal, state or local, is to provide basic infrastructure for its residents and businesses. Services such

as water, sewer, electric and garbage collection, and brickand-mortar structures like roadways, bridges and government buildings, are all necessary for the growth and development of modern cities. The majority of the United States population takes their infrastructure for granted until the power goes out or a pothole appears in their roadways. It is only then that they start to take notice of the infrastructure around them and ask

the question, "to whom should I address my complaint?"

Serving as a city of Homestead elected official for the last five years, I have fielded my share of complaints, comments and questions related to my city's infrastructure. Through this process, I have also become increasingly aware of how a city's infrastructure can define and reflect the character and population of the city the infrastructure serves.

The city of Homestead was formed in 1913 in a region that, at the time, was remotely located more than 30 miles from any neighboring city or government center. As a result, Homestead owns and operates its own electric power plant, water and wastewater treatment plant, solid waste department, parks and rec department, public works and police department. Despite the fact that the city is now surrounded by development, they have consciously decided to embrace their

> history and remain self-sufficient, including expand-

ing and improving facilities, rather than outsource these departments to a third party.

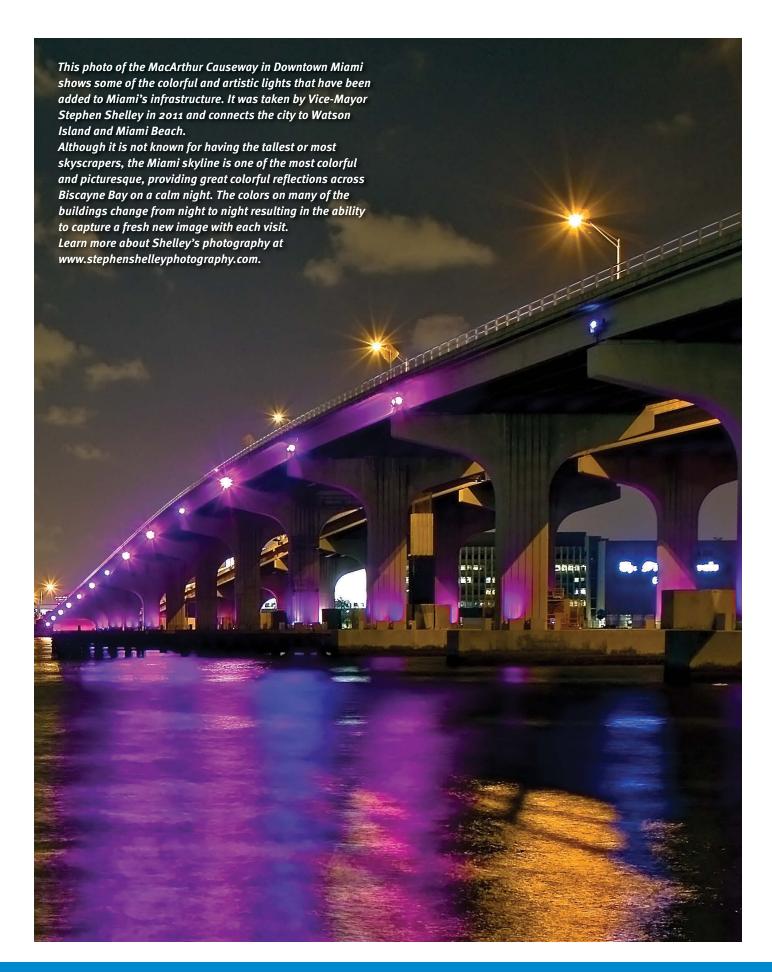
In contrast, Cutler Bay, a city that was formed in 2005, has chosen to outsource almost all of its infrastructure functions. Rather than manage hundreds of employees and invest in expensive buildings and machinery, their city has opted to manage contracts for services that are provided by the county or private companies. As a result, they are very lean and efficient and do not have as many of the facility and employee headaches that other older cities frequently experience.

Homestead's infrastructure tells the story of its history and the pioneer spirit that the city was founded upon. Homestead's original settlers were farmers and workers who helped build Henry Flagler's East Coast Railroad. Cutler Bay's infrastructure, on the other hand, follows the more modern trend of outsourcing historically government functions to private companies in an effort to stay nimble, be more efficient and reflect its youth.

> The style of a city's infrastructure can further help define a city. The city of Miami embarked on an ambitious project in 1989 to beautify the city's skyline and turn it into a work of art. The concept was to use architectural lighting to deco-

> > rate the city's buildings, bridges and other infrastructure to make Miami's sky-

line unique.



"The city of Homestead is embarking on an effort to transform its historic downtown into a revitalized tourist destination and is using the power of infrastructure to lead the way."

Today, the city of Miami's skyline and bridges are one of the most picturesque in the country and feature a variety of different color and style of lights that reflect off the water of Biscayne Bay. These artistic lights also reflect the flamboyant Miami persona of the region that attracts 14.5 million tourists, artists and photographers to the area annually. Similar to the city of Miami, the city of Homestead is embarking on an effort to transform its historic downtown into a revitalized tourist destination and is using the power of infrastructure to lead the way.

The city of Homestead has committed more than 60 million dollars toward infrastructure projects in our historic downtown. The list of projects include construction of a 20,000-square-foot city hall, a new police

station, a revitalized city-owned historic theatre, a new parking garage/retail center, an expanded and redesigned central park and a new pump station to serve future private development. Additionally, we are already in negotiations with a development group that is proposing to build an iconic attraction consisting of a 550-foot observation tower built on top of an Everglades-themed IMAX theaterstyled ride. From the top of the tower, one will be able to see Everglades National Park, Biscayne National Park, Downtown Miami and the beginning of the Florida Keys.

Two years ago the city of Homestead branded itself as the Gateway to Everglades and Biscayne National Parks. More than 1.5 million visitors from all over the world visit these national parks annually. Homestead has partnered with Everglades and Biscayne National Parks in an effort to increase the number of visitors to the parks and in turn the economic impact to the city. Revitalization of the city's downtown is part of this effort to make our downtown the central hub for persons visiting our national parks. The city already launched a free ranger guided trolley to both parks from our historic downtown last year.

These bold actions and investments in new infrastructure reflect a city with leaders who have a clear vision and are willing to take political risks to move their city forward. It also signals to private investors that the city has a plan and is willing to help create an environment in which all businesses can succeed.

A city's infrastructure, or lack thereof, can speak volumes about the city it serves, including a unique insight into the history, culture and vision of its city leaders and residents. So what does your city's infrastructure say about your city? M





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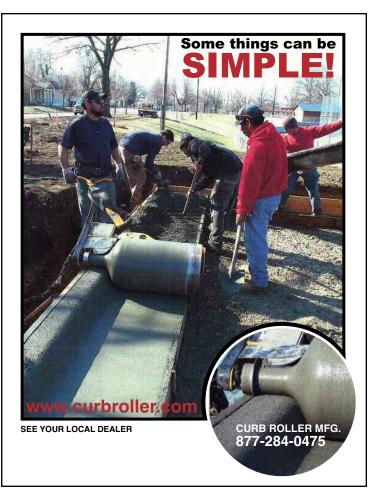
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TOP TEN Livable U.S. cities

What makes a city 'livable?'

According to the AARP Livability Index, an online tool that was launched in the spring, it's a combination of housing, health, the environment, proximity to jobs, transportation options, social and civic engagement and job opportunities. Weather was not a factor in the ranking: USA Today, which also reported on the list, spoke with the director of Livable Communities in AARP's Public Policy Institute, who said this is because it's not a factor that could be changed or improved.

The online index aims to help communities identify their strengths and the area in which they may want to concentrate efforts to improve, especially so that seniors can age in place.

Cities were broken up by size. below are the top small cities (population 25,000-100,000).

8. Kirkland, Wash. "The city's 'complete streets'—safe for walkers, bikers and drivers of all ages—are models for many communities."

1. La Crosse, Wis. "Grand River Station in downtown offers apartments customized for artists and entrepreneurs, retail space and a hub for the city's bus system." works of art punctuate the Riverwalk, which snakes three miles through downtown along the Milwaukee River."

5. Duluth, Minn. "A recent report by the American Lung Association ranked the city among the top 10 in America for cleanest air."

6. Union City, N.J. "Cuban political émigrés earned the city the nickname 'Havana on the Hudson."

3. Bismarck, N.D. "Residents over 60 or with disabilities are eligible for door-to-door bus service."

7. Grand Island, Neb. "The OpenData initiative makes the city's budget process more transparent."

4. Sun Prairie, Wis. "Liberty
Square and Cannery Square
show the city's commitment
to communities with easy walking and
mixed uses."

9. Marion, Iowa "The vibrant Uptown Marion neighborhood is experiencing a burst of mixeduse development."

2. Fitchburg, Wis. "A round-trip ride to the senior center costs only \$1, and the rider sets the cost for a trip to a medical appointment."



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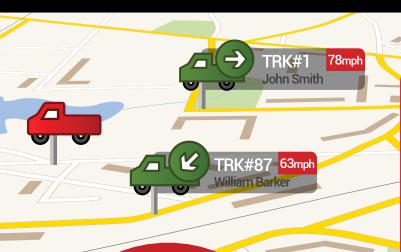
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