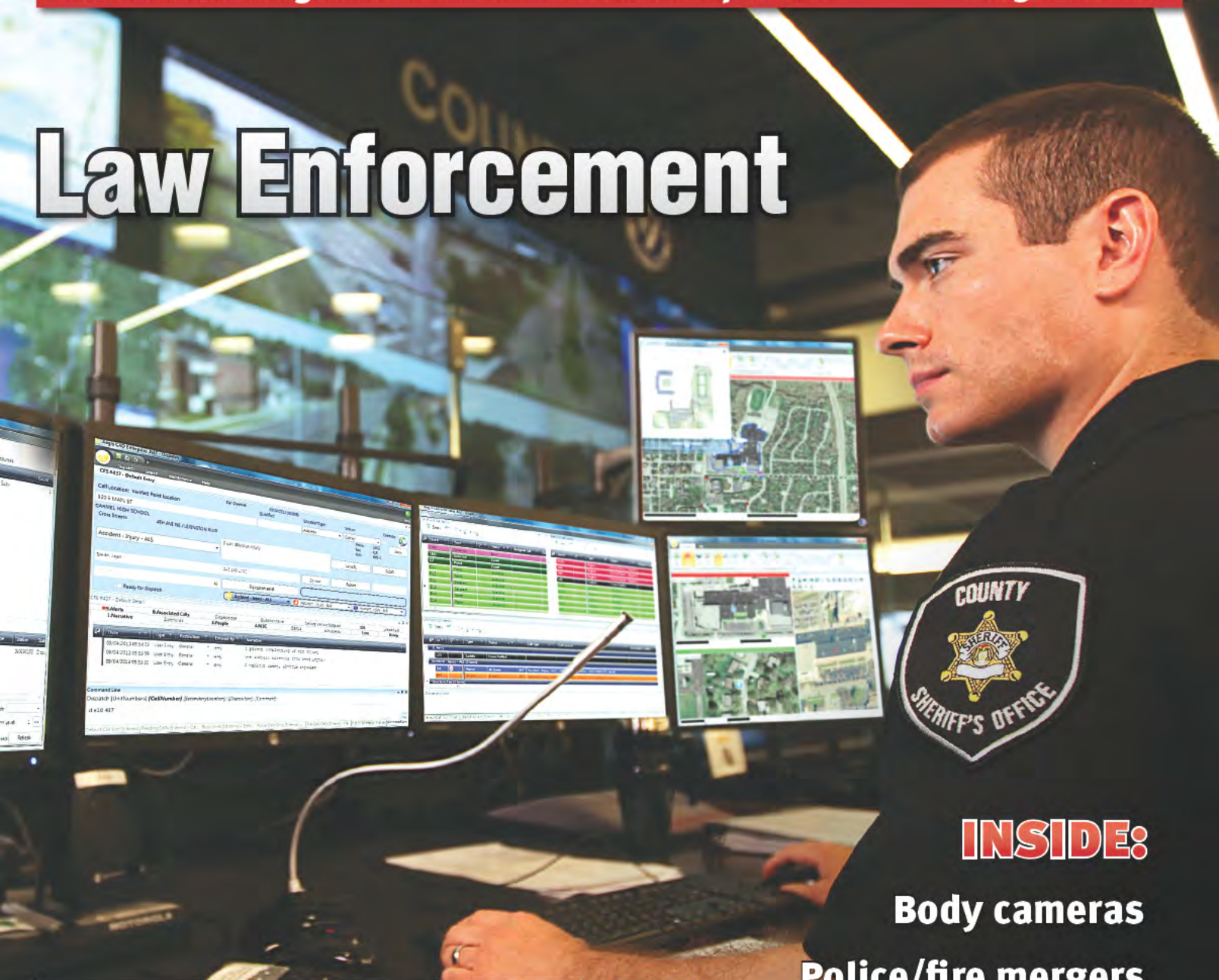


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**August 2015**

## Law Enforcement



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**Body cameras**

**Police/fire mergers**

**Anti-bias training**

**Fighting flashover fires**



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New World Systems' AEGIS Public Safety Software provides law enforcement, fire and EMS agencies with actionable intelligence to make fast and fully informed decisions. Find out more at [newworldsystems.com/Public-Safety](http://newworldsystems.com/Public-Safety). (Photo provided)





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# Competency and integrity in law enforcement



Jodi Magallanes | Editor

**I**T'S CERTAINLY ALL TOO EASY FOR MEMBERS of the public to either vilify individual police officers or their departments, once an officer-involved incident makes the evening news cycle or hits social media. The contrary knee-jerk reaction happens, too, when a department official or eager media newbie issues a blanket defense of the actions taken by law enforcement professionals.

We know that in most cases, incidents of questionable interaction between police and the public involve more than what meets the eye in an amateur cellphone video. The increased use of body cameras is reinforcing that fact, and many times vindicating officers accused of inappropriate or excessive responses. In this issue of *The Municipal*, we're adding some information and firsthand experiences of departments inaugurating body camera use to that discussion.

Interestingly, a December article in *Newsweek* magazine alleges that the use of body cameras is decreasing the overall number of incidents involving use of force by officers, at least by those involved in a pilot camera program in Rialto, Calif.

"The *Journal of Quantitative Criminology* recently published the study, which detailed the first controlled and much-discussed experiment to ask whether body-worn cameras could reduce the prevalence of police use-of-force or the number of complaints filed against police," the article reads. "Conducted by the University of Cambridge's Institute of Criminology, the study, based on a 12-month trial in Rialto, Calif., found that body-worn cameras reduced the use of force by roughly 50 percent, says Dr. Barak Ariel, the lead author. Complaints against police also fell 90 percent during the study period compared with the previous year." Read the entire article at [www.newsweek.com/amidst-debate-study-finds-body-cameras-decrease-polices-use-force-295315](http://www.newsweek.com/amidst-debate-study-finds-body-cameras-decrease-polices-use-force-295315).

It adds that Institute of Criminology researchers believe the benefits of body-worn cameras outweigh the costs. But at the same time, "Charles Katz, a criminologist at Arizona State University who has conducted research with the Phoenix Police Department, is not convinced body cameras are a panacea for the problems plaguing police-public relations." Studies are already underway to corroborate the JQC conclusion.

While we wait on those, here's an excerpt from an editorial proposal I received recently. The writer, Christine Beems of Arkansas, had been following coverage of what was thought to be a shooting on July 2 at the Washington Navy Yard in Washington, D.C. This was prior to the Chattanooga, Tenn. incident, but even then she noted the general feeling of déjà vu.


"The massive convergence of roughly two-dozen local, state and federal law

enforcement agencies in southeast Washington D.C., just a couple short miles from the White House the morning of 2 July 2015, displayed such efficient and effective response to imminent danger that all involved are deserving of public thanks.

"...A scant two hours later, subsequent to exhaustive search and reconnaissance, as the official all clear and stand-down opened gates and all returned to routine duties, the cohesive interoperability and flawless cooperation put into practice by this critical mass of might showcased how far we've come in terms of community preparedness.

"Looking back on the rogue-shooter tragedy of 2013, it is self-evident that efforts to intervene and mitigate were hampered by 'fog of battle' — a somewhat predictable state of confusion that arises from a tumultuous sea of misinformation, erroneous reports and over the top reactions when unexpected events erupt, catching those who are usually best prepared completely off guard.

"This time, as various reports confirmed, things were different. Procedures developed subsequent to the 2013 shooting were in place. People were trained how to respond; where to take shelter; trained how to stay as safe as possible during dangerous circumstances. As one blog commenter summarized: "We all knew what to do.

"All of which speaks to the ready state of vigilant preparedness that the men and women of our law enforcement agencies have achieved and for which they deserve our sincere appreciation, proud congratulations and heartfelt thanks." 



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# Law enforcement data in an instant



## LEFT:

*New World's CAD software sent "Be on the Lookout" alerts to 54 agencies in North Dakota and Minnesota, aiding in the arrest of a bank robber. (Photo provided)*

## LOWER LEFT:

*Real-time updates with AEGIS Mobile from New World Systems helped law enforcement pursue and apprehend the suspect. (Photo provided)*

**In a world of ever-changing technology, it's important for law enforcement to stay one step ahead of criminals. As two recent high-profile cases illustrated, New World Systems' AEGIS Public Safety software does just that.**

**The following stories highlight the effectiveness and timeliness of New World's multi-jurisdictional public safety software.**



## Information at your fingertips

When the Cornerstone Bank in Fargo, N.D., was robbed, the Red River Regional Dispatch Center and its 54 consolidated public safety agencies leveraged New World's integrated public safety software to communicate quickly and effectively to capture the suspect as he fled across state lines.

As soon as the incident was reported, one of the dispatchers saw that the description of the suspect's vehicle matched the description of a vehicle that been reported stolen and entered into the system a few days prior. Within minutes, dispatchers sent a "Be on the Lookout" alert via New World's Computer Aided Dispatch software. Hundreds of mobile units across 54 agencies in North Dakota and Minnesota received it, according to RRRDC Director Mary Phillippi.

Shortly after the BOLO was sent to officers in the field, the suspect's vehicle was identified across the river in Minnesota. After a brief high-speed chase, the Clay County Sheriff and his deputies were able to apprehend the suspect even after he tried to evade arrest on foot. All of the stolen money was recovered and the suspect was later sentenced to 105 months in prison.

Phillippi cites data sharing as a key reason why law enforcement was able to apprehend the suspect so quickly.

"Officer safety and public safety are improved when agencies can share information this quickly," she said. "Years ago, when it was common for agencies to be on different systems, you'd have to make separate calls





*With AEGIS Decision Support from New World Systems, law enforcement has the power to use local intelligence for predictive policing. (Photo provided)*



*New World's Records Management System helped the Kankakee Sheriff's Office in Illinois apprehend an escaped murder convict in 70 hours. (Photo provided)*



*New World's Corrections software played an integral role in helping Chicago law enforcement identify an escaped murder convict. (Photo provided)*

to alert each agency to what was going on. Today, with New World's software, everyone is aware of what is going on as well as the critical pieces of information involved."

The RRRDC is the nation's first regional dispatch center to operate across state lines. Its public safety agencies service a population of more than 230,000 residents. The dispatch center and its partner agencies in law enforcement, fire and EMS use New World's AEGIS Computer Aided Dispatch, Mobile Computing, Field Reporting, Records, Corrections and Decision Support software.

#### **When every second counts**

One of the worst scenarios to occur in any detention facility involves the escape of an inmate. What's even worse is when the escapee is a convicted murderer.

On April 1 an inmate escaped from the Jerome Combs Detention Facility in Kankakee, Ill. Kamron Taylor was convicted of killing a man during a robbery and was awaiting sentencing in Kankakee. He was able to escape by hiding in a shower stall, ambushing a correctional officer, stealing the officer's clothing and keys and leaving in the officer's personal vehicle.

When it was discovered that Taylor had escaped, the functionality and timeliness of the AEGIS Public Safety Software from New World Systems used by the Kankakee County Sheriff's Office was put to the test.

Immediately, law enforcement personnel used AEGIS Records to find answers

***"The information in our records management system was available at a moment's notice and proved immeasurable at one of our greatest times of need."***

to important questions regarding Taylor's known associates, prior jail visitors, criminal history, use of weapons and prior addresses. With this information the officers involved in the manhunt were able to use accurate data to determine where Taylor was likely to run to, who may have been or currently was helping him, and most importantly, what residents were possibly in danger.

According to Undersheriff Michael Downey, those questions and answers were shared with assisting agencies, including the Fugitive Apprehension Task Force, Analytics and Intelligence Groups and the Department of Corrections, all of which aided in the investigation.

Within 70 hours, Taylor was spotted in Chicago and apprehended after a short foot chase. New World's public safety software was then put to the test again as officers with the Chicago Police Department were not able to identify Taylor due to his use of an alias. Officials from the Kankakee County Sheriff's Office were able to provide detailed pictures of tattoos that had been previously associated with Taylor in New World's

Records Management and Corrections systems. This critical piece of information confirmed Taylor's identity and put him safely back behind bars.

"The information in our records management system was available at a moment's notice and proved immeasurable at one of our greatest times of need," Kankakee County Sheriff Tim Bukowski said. "The timeline and resolution of this case would have undoubtedly taken much longer without the intelligence we were able to retrieve from New World."

#### **Solutions that deliver**

New World's public safety customers help law enforcement serve and protect more than 40 million residents throughout the United States. Every day, those same agencies save lives, keep criminals off the streets and make communities safer places to live by using AEGIS Computer Aided Dispatch, Mobile Computing, Field Reporting, Records, Corrections and Decision Support software for law enforcement, fire and EMS. ■

[Information provided by New World Systems](#)



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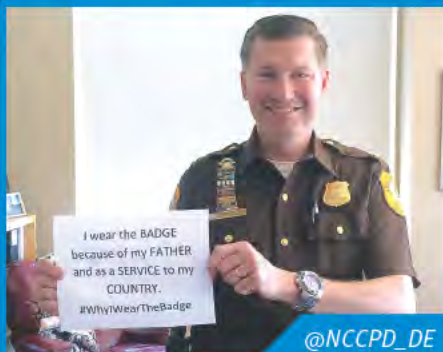
# *Law Enforcement*



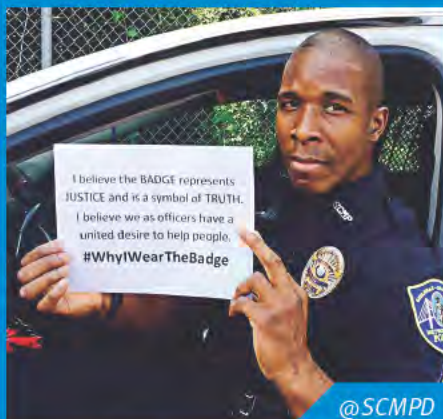


## #WhyIWear TheBadge

A promotion of the International Association of Chiefs of Police, for some time now it has been encouraging officers to Tweet about why they're officers and to post a picture.  
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## 42 percent

Portion of all officers killed in traffic crashes who were not wearing seat belts

In 14 of the last 15 years it wasn't shootings, but traffic incidents that were the leading cause of officer deaths, according to the National Highway Traffic Safety Administration.

(Reported by AP in Dec. 2013.

[www.huffingtonpost.com/2013/12/11/half-police-wear-seat-belts-study\\_n\\_4426562.html](http://www.huffingtonpost.com/2013/12/11/half-police-wear-seat-belts-study_n_4426562.html))

## Did you know?



The risk of having a heart attack doubles with each decade of law enforcement service

Source: Police Chief magazine, 2008



## 128

Jurisdictions that have merged their police and fire administrations.

Learn more on page 16

*"We were looking for different ways to improve the agency and meet its needs, while adopting best practices."*

—Chief Michael DeLeo of the Tallahassee, Fla., Police Department



In Marquette, Mich., reservations about the use of body cameras subsided in the face of instances where it has proven useful in protecting officers from frivolous lawsuits.

Get the whole story on page 20



# Come together

## *Are police and fire department mergers catching on?*

**With budget cuts and layoffs consistently causing police and fire departments to do more with less, communities across the nation are seeking outside-the-box solutions to maintain and manage those critical areas of public service.**

**Among the most controversial is the hiring of civilians or contracting these departments to outsiders, but a solution that is gaining more attention and, in some places, support is the consolidation of the two departments into one public safety branch, which enables cities to maintain an effective level of protection to the community despite the lack of financial resources.**

---

*Merging law enforcement and firefighting agencies is always a controversial idea. It has failed miserably in some areas and thrived in others, and there are strong opinions both for and against it. (Shutterstock photo)*

---

By JULIE YOUNG | The Municipal

It's an idea that has failed miserably in some areas and thrived in others; and there is no shortage of opinions as to how well it works. Some laud the idea of shared services as an emerging model of public safety service delivery, because it requires personnel to be cross-trained in both fields; others see it as nothing more than an ill-thought-out idea that appeals only to untrained administrators trying to save a few bucks.

Regardless of which side of the issue you fall, these consolidations are becoming more and more common. In Michigan, where the concept originated, Michigan State University has conducted research into its effectiveness. According to a recent study, at the present moment 128 jurisdictions have merged their police and fire administrations.

Michael Cecchini, public safety director for Bay City, Mich., said it's a solution that has saved the community significant money in recent years and will continue to save money in the future.

"There are several types of mergers that can occur depending on the needs of the community," he said. "Some cities and towns may opt for a full consolidation or something that allows the departments to merge administrations while keeping the two departments as separate entities."

Bay City decided to merge its police and fire departments into a public safety unit in 2012 and implemented it within 18 months. Cecchini said the city was facing a huge budget deficit that was sure to result in numerous layoffs: It needed to do something. The merger would help reduce personnel costs immediately, give it more first responders when they were needed and save money down the line.

It was not an easy process, however, and Cecchini said the merger continues to be a work in progress. As the public safety division







*Among the methods for transitioning to a merged public safety organization is, as retirements happen, to bring in personnel who are willing and able to be cross-trained. (Photo provided)*

was developed, Bay City consulted with other municipalities that had done this in the past in order to make the transition easier for everyone involved. It had to create programs to help cross-train law enforcement officers and firefighters, negotiate with unions and put some temporary measures in place as they moved into the new model.

"We have a training program that allows our law enforcement officers to serve as firefighters, as well as a program to train firefighters as law enforcement officers," Cecchini said. "At the moment all of our officers are cross-trained, but so far none of the firefighters have taken advantage of the training yet."

Quick to note that this lack of participation does not denote an unwillingness to cooperate, Cecchini said that other challenges exist when trying to merge two schedules and unions. Some issues prevent firefighters from becoming fully trained without giving up some of their seniority, which the city sympathizes with. As firefighters retire,

***"Having enough people to respond and getting them there quickly makes all of the difference when it comes to fighting a fire."***



he said, the community plans to bring in personnel that can be cross-trained, making the public safety department fully functioning in years to come. In the meantime the city benefits from the number of cross-trained officers it does have who can be extra hands on the ground whenever there is a structural fire.

"Having enough people to respond and getting them there quickly makes all of the difference when it comes to fighting a fire, and at our last house fire, we had 20 firefighters on hand to help out and that is unprecedented. The fire chief, who has been here for many years, said he's never seen anything like it."

Despite the success of some such mergers, others still feel that they don't work long term.

Dennis Rubin, a former fire chief for Dothan, Ala., and now principal partner at DL Rubin & Associates, said in a blog post for [firerescue1.com](http://firerescue1.com) that

the cost reductions are generally not worth the effort to merge both entities into a single unit. He said the duties and responsibilities of both departments are a diverse skill set that are not easily transferrable in a short amount of time. In addition, he feels that there are not enough hours in the day to prepare for a shift, maintain ►





Where the competing communication systems, schedule conflicts and union differences can be overcome, cross-trained police and fire responders can make a significantly positive difference in incident control — particularly in rural areas where responders have to travel greater distances. (Photo provided)

physical fitness and be 100 percent ready for every scenario that could come up when you have split responsibilities, and he feels it's unlikely anyone could do both jobs effectively over the long term.

"To the untrained administrator, (a merger) is a very inviting proposition. The merger becomes a trailblazing and

leading-edge idea as how to organize local government into a leaner, more functional service," he wrote. "However, the transition of police duties into the fire and rescue department comes at a steep price... Intangibles such as organizational stress, personnel resistance and demoralization of the rank-and-file members of

both departments are the major factors that will ensure this type of plan's failure."

Cecchini counters by saying mergers can and do work, provided a community is willing to develop a plan that can evolve over time and that the personnel is committed to creating something sustainable.

"The creation of a public safety division takes planning, commitment and political support. If you don't have that support from the city commission, town council or an agreement with the labor organizations, you will run into problems," he said. "There are costs to factor in, but in my opinion the benefits are worth it. I think it's something that more cities will turn to in time." ■

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## Acceptance of body cameras gains ground

By ANDREW BUSS | The Municipal

**Over the past year, police use of body cameras has become a prominent issue nationwide. As more media coverage highlights law enforcement's use of force incidents, more pressure is being put on administrations to adopt the technology. South Carolina recently became the first state to mandate that all police agencies adopt body cameras, and according to the National Conference of State Legislatures, more than 30 other states are deliberating legislation related to the topic.**

This means that police agencies should be looking into this technology whether they currently feel the need for it or not. The problem is that there are few studies or guidelines that recommend best practices for using the cameras. Despite the small body of research, departments will be able to make an informed decision by considering three central issues: function, cost and policy.

Much of the discussion about body cameras has been from the public's perspective. Citizens want police to use technology that promotes greater transparency and accountability. While this is often a priority of law enforcement agencies, individual officers may initially be wary of using body cameras for a number of reasons. However, as Captain Blake Rieboldt of the Marquette, Mich., Police Department explained, reservations fade away once officers see what the cameras can do for them. They have already proved useful in protecting officers, especially from cases of frivolous or hearsay complaints.

"We saw an increase of situations where we were being videotaped by the public and that this was going to be a popular tool for law enforcement. Our officers were very open to

dealing with them after training and showing the reason for the equipment: It's for their safety — an extra tool in their belt to protect them. When there are complaints, it substantiates the professional behavior of our officers."

In addition to enhancing officer safety, the cameras help with collecting and preserving evidence more effectively, as noted by Chief Bill Vaughn of the Johnston, Iowa, police.

"Many times evidence is perishable. If you do not capture it immediately, it can be lost. A written description of a person's behavior or an interaction between event participants does not compare to the testimony value of video."

According to Chief Dave Funkhouser of the Kiel, Wis., police department, presenting video evidence is quickly becoming standard practice in court.

"It used to be that people were surprised when we had video evidence in court. Now people have come to expect it and want to know why we don't have video available."

The market for body cameras offers a wide variety of options. Each camera differs in features such as wearability, weight and size, which is important to keep in mind since



officers are already carrying a lot of equipment. Durability was a major priority for the Summerville, S.C., police, as Captain Jon Rogers explained.

"The biggest thing is that you get what you pay for. We opted for a more expensive camera because they are going to have wear and tear. Officers get in scuffles, and stuff happens on the side of the road. We didn't want to go with the cheapest thing and have it break down every other day."

The camera's field of view, mounting positions and video resolution are also crucial aspects, because they affect the quality — and hence the usefulness — of the footage. If the camera is mounted in a position that is frequently blocked by the officer's body, or if the resolution isn't sharp, it may hinder its



**LOWER LEFT:** A department's written policy about the use of body cameras should comply with state laws pertaining to releasing video as a public record and obtaining a citizen's consent to record. Those laws vary between states, as does legislation regarding whether or not police video should be treated as public record and who can access those records. (Photo provided)

**RIGHT:** During modern court proceedings video evidence is often expected, and body cameras help with collecting and preserving that evidence effectively. (Photo provided)



potential as evidence. But if an investment is made in a camera with quality resolution, it can be used with other tools such as facial recognition software.

This technology is constantly evolving, making the task of choosing the best equipment seem daunting, but Chief Vaughn cautions against getting caught up in the Goldilocks syndrome. "Embrace the technology, knowing that it is a work in progress. Waiting for the perfect time and technology enhancements will result in analysis paralysis."

The cost of acquiring these cameras must also be considered because it adds up quickly: prices typically range from \$250 to \$1,000 per unit. Yet, the camera itself is only the most visible cost. According to Captain Tom Lyter of the Pensacola, Fla., Police Department, managing the data is a full-time job. "Understand going into it that capturing video is less than half the project."

Someone will have to be responsible for managing, cataloguing and storing the data, along with preparing it for court purposes and public record requests. If the department is small enough, current staff or IT personnel may be able to manage the extra data; but at a certain point departments have to start dedicating additional staff to the project. Some departments alleviate part of the cost and hassle of data storage by using a cloud service, but managing the data in-house provides the advantage of retaining control over sensitive data.

While it is important to understand the technical aspects of body cameras, it's equally

important to have a clearly defined policy for how and when they will be used. Such a policy must take into account state laws, input from the community and the practical limitations that the department must face. All three points are involved in determining when an officer must begin recording.

Most agencies require an officer to record only when they have contact with a citizen. However, many groups want a much more stringent standard.

"Many community groups want cameras rolling the entire duration of an officer's shift," said Joe Sheeran, communications director at

"Our officers, like all people, do not like to have someone standing over their shoulder. Our officers are professionals; they are well-trained and competent."

Whether the camera is recording constantly or at an officer's discretion, respecting a homeowner's or a victim's privacy is another important policy component, as Sheeran also noted.

"Body-worn cameras capture incidents up-close in real time, and the data subjects are often people in the midst of traumatic, vulnerable or embarrassing situations. Right now, the Minnesota Chiefs of Police Association

is working with legislators and other stakeholders to strike a balance that protects the privacy of victims, witnesses and minors and allows police to fight and solve crimes in

***"A written description of a person's behavior or an interaction between event participants does not compare to the testimony value of video."***

the Minnesota Chiefs of Police Association. "This presents several issues for law enforcement, including the expense of data storage. We can address this concern by urging agencies to develop their body camera usage policy in conjunction with key community leaders such as the local ACLU, NAACP and other stakeholder groups."

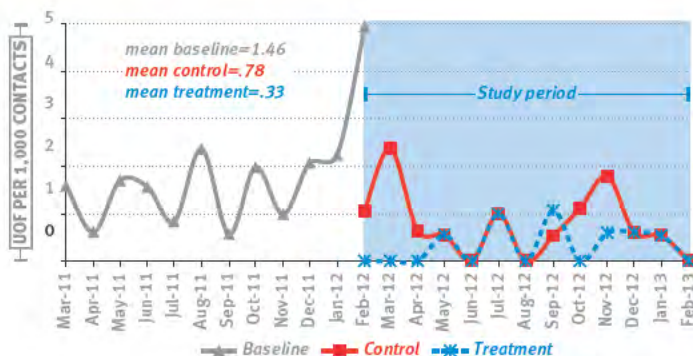
One positive aspect of mandating constant recording is that it eliminates potential accusations of misconduct that come from leaving recording to an officer's discretion. But most police officials view this type of policy as unrealistic due to a camera's limited battery life, the enormous amount of data to sift through and the negative effect on morale, as Chief Vaughn highlighted.

an accountable manner."

A written policy also needs to comply with state laws pertaining to releasing video as a public record and obtaining a citizen's consent to record. Some states have two-party consent laws that require police to inform citizens that they are being recorded, while in other states an officer has no obligation to do so. Likewise, states vary as to whether police video should be treated as public record and who should be able to access those records. Both consent and public record laws are bound to be revised as the topic continues to be deliberated.

Many law enforcement officials believe this technology is quickly becoming a vital tool of the trade. According to Sheeran, ►





## Use of Force Incidents: Rate per 1,000 Police-Public Contacts

Results from a study by the Police Foundation, began 13 Feb. 2013.  
(Source: [www.policefoundation.org/content/body-worn-camera](http://www.policefoundation.org/content/body-worn-camera))

"In five to 10 years, body cameras will likely be as common as dash cams, especially if technology allows for more cost-effective data storage costs. As legislatures work out data retention and classification issues, more agencies will feel comfortable making the investment in this tool. Prosecutors will also soon begin pressuring local law enforcement agencies to acquire body cameras in an effort to help secure convictions. With the enhanced transparency body cameras bring to police/community interactions, the call from police accountability groups will only gain volume in the years to come as well."

## New publication available:

### 'The Effect of Body-Worn Cameras on Police Use-of-Force'

Police Foundation Executive Fellow Chief Tony Farrar completed a yearlong study to evaluate the effect of body-worn video cameras on police use-of-force. This randomized controlled trial represents the first experimental evaluation of body-worn video cameras used in police patrol practices. Cameras were deployed to all patrol officers in the Rialto, Calif., Police Department. Every police patrol shift during the 12-month period was assigned to experimental or control conditions.

Wearing cameras was associated with dramatic reductions in use-of-force and complaints against officers. The authors concluded: "The findings suggest more than a 50 percent reduction in the total number of incidents of use-of-force compared to control-conditions, and nearly 10 times more citizens' complaints in the 12-months prior to the experiment."

The Police Foundation applauded Chief Farrar for his commitment to conducting rigorous scientific research on a technology initiative that has broad implications for the field of policing. The full report, coauthored with Dr. Barak Ariel, Cambridge University, can be found at [www.policefoundation.org/content/body-worn-camera](http://www.policefoundation.org/content/body-worn-camera).

The New York Times also reported on the story at [nyti.ms/17Y9Jyp](http://nyti.ms/17Y9Jyp).

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# Police fleets get wet

By DENISE FEDOROW | The Municipal

**Whether by land or by sea — and sometimes by air — law enforcement agencies are on the job protecting the public and upholding the laws. Many cities across the U.S. also have coastal boundaries as well, and to patrol those they count on marine or harbor units that are part of their municipal departments.**

When it comes to enforcing the law on the water, several agencies could be involved in a given situation. Water patrol could be the jurisdiction of a municipality, county sheriff's department, state department of natural resources or the U.S. Coast Guard. Whose responsibility the waters are varies from place to place, and that decision is usually made by local ordinance and state statute.

The USCG is authorized to go anywhere on the water it's needed, but generally doesn't enter into local waters unless asked. CWO3 Chad Saylor, USCG media relations, said, "The Coast Guard has many agreements with municipalities all over the country; however, those agreements are specific to the part of the country — there's no one size fits all."

According to a USCG publication on jurisdiction, the sovereignty of a state extends beyond its land and internal waters to territorial seas. In the 'territorial seas' a state may exercise the control necessary to prevent passage that is not innocent and punish violators

of the laws and directives of the state committed on, over or beneath the territorial sea.

Territorial seas and contiguous zones are generally within the belt of the nautical sea, which extends at most 12 nautical miles from the baseline. This is drawn from the 1982 Law of the Sea convention, which is "customary law whether a state is party to it or not."

Based on this law, if a city cannot support a marine patrol, the responsibility next falls on the county, then the state's DNR and finally the Coast Guard. But "the Coast Guard will always have a 24/7 presence on the water that is not contingent upon the presence of local or state assets," Saylor said.

There is also the "right of hot pursuit" on the sea just as there is on land, as long as the infraction occurred while in the city's jurisdiction and the pursuit is continuous.

In addition to oceanside municipalities, several cities bordering the Great Lakes also have marine patrols, including Harbor Springs, Mich., and Port Clinton, Ohio.

## Harbor Springs, Mich.

Harbor Springs is a resort community in Emmett County that lies within a sheltered bay on the north shore of Little Traverse Bay on Lake Michigan. According to the 2010 census, the population is 1,194, but in summertime that population significantly swells, according to Police Chief Dan Branson.

Branson has been with the department 19 years and said the city's marine patrol began with volunteers.

"My understanding is it began as a volunteer organization to help with safety issues out in the harbor and has evolved to staffed positions with certified police officers," he said.

In the state of Michigan, most of the money collected and distributed to marine patrols goes to sheriff's departments because most of the inland lakes are in the county.

Branson said Harbor Springs is unique because its coast is on Lake Michigan. He explained that a Harbor Commission was formed to serve the city and adjoining townships as an advisory board to the city council: It's the Harbor Commission that makes the rules and regulations for the marina and waterfront and also operates the city-owned marina. The Harbor Commission was instrumental in establishing the marine patrol to



# NYPD Blue Waters

Harbor patrols and scuba units may not be the first thing people think of when they hear "NYPD," but Manhattan is an island. All five boroughs that make up New York City are on the water, so it has a large harbor unit with well over 100 members.

## History

NYPD's Harbor Unit may be one of the oldest in the country. It was formed in February and March of 1858 to "combat piracy aboard merchant ships and waterfront "thugs" who were terrorizing the docks. At that time there were 25 members and five rowboats: three to patrol the North River and two to patrol the East River.

The NYPD is responsible for patrolling 146 square miles of navigable waters and 576 miles of waterfront. Its mission is carried on throughout the harbor for the preservation of life, property, prevention and detection of crime, arrest of offenders, preservation of public peace and enforcement of all laws and ordinances.

The Harbor Unit patrols 24 hours a day, 365 days a year — on burning hot summer days and bitterly cold winter days. It rescues people in distress while swimming, overboard from boating mishaps and those who jump from bridges or piers as well as those stranded at sea.

Because of terrorism threats security patrols are maintained off the two major airports, La Guardia and Kennedy International, and have been extended to the waters off of the United Nations Building when it is in session.

Members assigned to the Harbor Unit are selected from regular street patrols. They usually have prior marine experience and knowledge in small boat handling, having been raised along the waterfront or through previous employment in the maritime industry. The officers are specifically assigned to launch crew duty, maintenance and repair functions in the launch repair shop or to the full-time scuba team.

On Sept. 11, 2001, 23 members of the North Cove Marina Harbor Unit entered Ground Zero and gave their lives. A special vessel patrol boat was dedicated in their memory and on Sept. 11, 2003, was christened "23 Heroes."

## Launch repair shop


The NYPD operates its own launch repair shop that handles, along with vessel repairs, the accounting, purchasing, research and development, service, ship chandler and shipping and receiving. Members of the launch repair perform "stem to stern maintenance" on the entire fleet; so along with knowing all the usual police training and skills, they also need to know diesel mechanics.

## Scuba team

The scuba team is a sub-unit of the Harbor Patrol that was created in 1966 with six divers. Now there are approximately 30 members, including a lieutenant, sergeants, detectives and police officers.

According to an article in the second issue of SORTIE magazine, getting accepted into the scuba team isn't easy. Candidates must have a minimum of two years' street patrol experience and undergo comprehensive written and medical exams. They are required to perform a minimum amount of specific exercises, be able to run a mile in under 6:48 minutes, a 500-yard swim in under 12 minutes and a 25-yard underwater swim wearing a 10 lb. weight belt, a 15-minute survival float and tread water for three minutes using only their feet.

All team members are EMT-trained and proficient in boat handling and maintenance, equipment repair and helicopter operations. The NYPD scuba team is one of the only full-time law enforcement dive, rescue and recovery teams in the country. The team is divided into four squads that alternate 12-hour shifts, tackling everything from air-to-sea helicopter rescues to scouring sewers for explosives.

Their domain includes all five boroughs and the waters of the North Atlantic Ocean, murky canals, lakes and rivers. They patrol bridges, dive in intake pipes and sewers and even aided with the recovery of TWA Flight 800. They retrieve criminal evidence and have even played a major role in counterterrorism activities. 

*A municipal officer patrols the waters off the coast of Harbor Springs, Mich. The small town receives thousands of summer visitors each year, which requires a water-based law enforcement presence — largely to enforce safety laws. (Photo provided)*

help patrol, educate and enforce the city's ordinances and state laws.

Officers are all certified and authorized for land or water, Branson said, but his longest-serving marine patrolman, Dean Cosens, is strictly certified in marine patrol. Part of the training the marine officers receive includes operating boats and safety on the water.

Their jurisdiction extends a half-mile out from the coast, but "If a 911 distress call comes in and it's 2, 3 or 4 miles out and we're the only patrol around, we will respond," he said.

The Harbor Springs Police Department has five full-time officers and two or three extra officers in the busy summer season. There are three marinas, 75 to 100 moorings and all sorts of vessels coming in and out of the harbor.

"The city has a launch ramp where everyone puts in — it's the only one in the area. A business in town rents kayaks and paddle boats and an organization runs a sailing school for sailboats, so there's lots of congestion on the water."

Because of that, most of the issues his officers deal with are more safety-related than crime-related.

"A lot of our work is making sure everything goes smoothly out there; enforcing 'slow, no wake' rules," he said.

His marine patrol also enforces state laws regarding life vests and age requirements for operating a boat. Branson said he believed Detroit and Port Huron also had marine patrols but "a lot of cities opt out and let the sheriff or Coast Guard (handle) it." ►



*A USCG buoy tender arrives in Port Clinton after buoy retrieval. (Photo provided)*





### Port Clinton, Ohio

Port Clinton is another small community, located in Ottawa County, Ohio, on the shores of Lake Erie. Its nickname is the "Wall-eye Capital of the World," and the city is in close proximity to vacation destinations such as Put in Bay, Cedar Point Amusement Park in Sandusky and the Lake Erie Islands.

Port Clinton Marine Patrol enforces the law on the Portage River and several miles of Erie. It consists of 18 certified marine patrol officers and two marine patrol vessels. PB1 is a Mission Marine 28-foot catamaran, powered by twin outboard motors and a 350hp engine. PB2 is a Boston Whaler 25-foot inflatable center console, powered by twin Evinrude outboard motors and a 150 hp engine. Ptl. Ellis Fuiava is the marine patrol coordinator.

Everybody on the unit had to attend Marine Patrol Officer's School, put on by the Ohio Department of Natural Resources Division of Watercraft. There they received training in the operation of the marine unit, watercraft laws, state of Ohio revised codes, patrol boat operations, vessel stops and boardings and inspecting vessels for safety equipment.

Port Clinton has 23 officers, including reserves. Of the 23, 18 are marine certified. Officers choose whether they want to be part of the marine unit. "Most find it interesting," Fuiava said.

Port Clinton's marine unit is supported in large part by grants. An annual Marine Patrol Assistance Grant from the Ohio DNR Division of Watercraft is a 25 percent city matching grant.

"It gives us the money to enforce watercraft laws within our jurisdiction," Fuiava said,

That jurisdiction extends two miles out onto Lake Erie and the city limits to the east and west. Typical violations are wake violations, sticker and registration violations, reckless operation of a vessel or operating a vehicle impaired.

Another grant issued by the federal government goes to the counties, and through a Northern Borders Initiative is shared with municipalities that have marine patrols to help patrol along the U.S. and Canadian borders looking for all types of illegal transport of people, drugs or weapons.

According to Fuiava the harbor patrol could enforce the law in areas such as the Davis Besse Nuclear Power Plant, ferry terminals, state parks and marinas and other areas within Ottawa County's jurisdiction. It



*The Jet Express II, one of four Jet Express Catamaran Ferries, leaves the city of Port Clinton enroute to Put In Bay, Ohio. Heavy traffic on the water route necessitates a law enforcement that is provided primarily by the city and supplemented with U.S. Coast Guard response. (Photo provided)*

responds to emergencies as part of a mutual aid agreement.

Normal patrols are two-men crews. When called out on an emergency three-men crews will respond, usually in as little as five to 10 minutes. Regarding boat maintenance, much like at Harbor Springs, the vessels are sent out to a local marina. Fuiava and his assistant schedule all maintenance.

They also have to maintain buoys, painting, repairing and placing each in the water each season and bringing them in for storage in the fall, one of many activities with which the USCG assists. There are swimming area buoys; no-wake buoys, which are placed up and down the river; and danger buoys, which are put out by a pile of rocks in the water, for example. With the abundance of zebra mussels in the lake, it takes time to clean the buoys and replace their decals.

Safety issues make up the majority of Port Clinton's shifts as well. If an officer spots a safety violation, he or she will stop and look over the safety equipment and issue a decal that the vessel's been inspected. Fuiava said laws for watercraft have changed, and officers now have to have probable cause to stop and inspect a vessel. In Ohio boaters are allowed to drink on their boats, so they can have open containers: but they're not allowed to operate the vehicles while intoxicated.

### Events

Port Clinton Harbor Unit assists with several events, including placing memorial wreaths on Memorial Day. A local yacht club holds the ceremony.

"We gather all the marine law enforcement boats, and we'll line up in the front of the yacht club; people hop onto the boats, and we assist them with laying wreaths in the river," Fuiava said,

The Special Olympics Torch Run is a "pretty big thing" that all agencies, including the fire department with their rescue boat, participate in. They transport participants from Put in Bay for a parade on the river, and then they do a fire stream over the boats when they come in.

The Blessing of the Fleets is another big event at Put in Bay, but because it is so well attended and the boats are blessed individually, it takes time. Therefore, Fuiava initiated a blessing of the emergency and law enforcement fleets. It takes place in April at the city's marina, where a local priest blesses the fleet. Then they attend the bigger event.

When it comes to events, Fuiava said, "I try to bring in all the agencies and get them involved. It gets the message out to the public that (these are) the assets we have, and they can see this is what their tax dollars are doing." ■

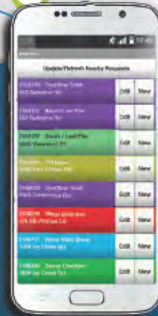


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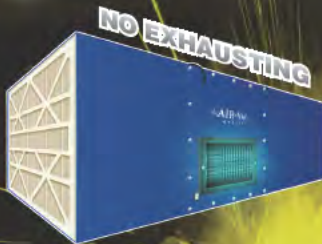


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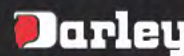


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# The tricky topic of bias

By LAUREN CAGGIANO | The Municipal

**T**HE FACE OF PREJUDICE CHANGES with time; the perspective and identity of both the judger and the judgee change, morphing into different identities and forms in different generations.

Throughout generations and around the country, traditional racial profiling training programs have not been based on science and have reflected outdated understandings about prejudice. For example, police training programs have driven home the message “stop being prejudiced,” with an emphasis on reducing bias toward stereotyped groups. However, science tells us this message is ineffective for most individuals in society, including police officers, who may not have explicit prejudices. Furthermore, individuals receiving this message can be offended, producing a backlash that is counterproductive.

These circumstances are what drove Lorie Fridell, associate professor of

criminology with the University of South Florida, to develop a fair and impartial policing perspective.

“This perspective changes the way experts in the field of policing and bias have been thinking about, talking about and training on this topic,” she said.

What’s more, Fridell said her perspective represents a sign of the times. The topic of implicit bias “has left the confines of academic journals and has impacted the public and police departments.” She said it can also be seen in the medical and corporate worlds — a sign that it’s becoming more accepted by society at large.

Fridell first started thinking about the issue of fair and impartial policing when she was at the Police Executive Research Forum, from 1999–2005. She said the topic of racial profiling was a hot-button issue at the time. It was her belief that biased policing was not an offense perpetuated

by a few officers, but rather “much more widespread.”

She also came to believe that most law enforcement professionals are well-intentioned and dedicated to serving their communities, but in her words, “Well-intentioned police professionals can produce discriminatory behavior.”

She believed those two concepts could coexist. She took them into account when developing the fair and impartial policing perspective, which reflects a new way of thinking about the issue of biased policing. According to Fridell, social psychologists have shown that “implicit” or “unconscious” bias can impact what people perceive and do, even in people who consciously hold non-prejudiced attitudes. She cited an example from her website.

“Implicit bias might lead the line officer to automatically perceive crime in the making when she observes two young Hispanic males



**LEFT:** Law enforcement leadership discuss the role of bias in policing during a conference. (Photo provided)

**RIGHT:** Curriculum designer and trainer Anna Laszlo, of Fair and Impartial Policing, conducts a training in Tampa, Fla. (Photo provided)







**ABOVE:** Leading another section of training on how to identify and mitigate natural tendencies toward bias is retired Lt. Sandra Brown of Palo Alto, Calif. (Photo provided)

**BELOW:** The inability of current anti-bias law enforcement training to account for non-explicit prejudices is what drove Lorie Fridell, pictured, associate professor of criminology with the University of South Florida, to develop a fair and impartial policing perspective. (Photo provided)



driving in an all-Caucasian neighborhood, or lead an officer to be 'under-vigilant' with a female subject because he associates crime and violence with males. It may manifest among agency command staff who decide (without crime-relevant evidence) that the forthcoming gathering of African-American college students bodes trouble, whereas the forthcoming gathering of white undergraduates does not."

In order to combat potential bias, Fridell said agencies need to implement what is called a "comprehensive program to produce fair and impartial policing." Elements of this comprehensive program encompass: recruitment/hiring; agency policy; training; leadership supervision and accountability; assessing institutional practices and policies; outreach to diverse communities; and measurement.

This perspective challenges law enforcement professionals to change the way they think about biased policing. She realized police bias, and bias in general, stem from a societal ill and, therefore, cannot be eradicated overnight.

"While training cannot easily undo the implicit associations that took a lifetime to develop, the social psychologists have shown that, with information and motivation, people can implement controlled (unbiased) behavioral responses that override automatic (biased) associations."

The onus rests on law enforcement departments to provide training "that makes personnel aware of their unconscious biases so that they are able and motivated to activate controlled responses to counteract them." Moreover, this training needs to be presented in such a way that it does not offend or make assumptions.

Police Department. Chief Michael DeLeo was responsible for bringing the fair and unbiased training to his area.

"We were looking for different ways to improve the agency and meet its needs, while adopting best practices," said DeLeo.

A big believer in evidence-based programs, he said the agency first inquired into Fridell's program about a year ago. It decided to move forward with the training, which started in May. There are several rounds of training scheduled. DeLeo said there was some initial reluctance on the part of his police colleagues, which he expected. That attitude likely stems from a type of diversity training used in the past, which only focused on differences.

What he appreciates about Fridell's approach is that it acknowledges that everyone has a bias—whether explicit or unconscious. It's a human tendency. Conversely, the idea

***"The important part is to realize issues and talk about them openly."***

"Traditional bias police training has treated officers as if they have explicit biases," said Fridell. "This (approach) has produced a backlash from policing professionals, because anyone would be offended if there was implied bias."

In addition to developing the curriculum, Fridell has worked hard to make the training programs accessible to agencies and their personnel: The FIP perspective has been placed into five training programs. The first is a 1.5-day command level (or command and community stakeholder) training. With COPS Office funds, six-hour curriculums for recruits/patrol officers and five-hour curriculums for first-line supervisors have been developed. The other is a train-the-trainer session, during which trainers learn to implement the recruit/patrol and supervisor curriculums in their own agencies/academies. New as of July 2013 is a training curriculum for mid-management, such as captains.

To date, Fridell has worked with several dozen international, local, state and federal clients. Among them is the Tallahassee, Fla.,

of this training, he said is designed to make officers "aware of these attitudes and not let stereotypes drive interactions."

"I think it's an important step to understand we're all human beings and no one's perfect," Fridell said. "The important part is to realize issues and talk about them openly."

Speaking of communication, DeLeo added that a key part of the department's success has been the "very frank conversations" with community groups, like the NAACP.

He is also quick to point out that this training was not mandatory, but rather a proactive move. He's proud of the fact his department is "ahead of the curve" and its members must hold themselves to the highest standards.

Ultimately, DeLeo said the anti-bias training drives home a very basic point: "Remember that every person you deal with is a human being and should be treated with respect." ■

For more information about fair and impartial policing, visit [www.fairimpartialpolicing.com](http://www.fairimpartialpolicing.com).



# Antebellum preservation makes for a Great American Main Street



By CHELSEA LOS | The Municipal

**It takes many hands to raise a village, but even more are needed to raise and maintain a city.**

**Milledgeville, Ga., has a rich history of civic pride, flowing with figures of note and decades of family ancestry. It has taken many of them and years of effort to preserve the history of the city, and the results can be seen in architectural treasures such as Ennis Hall, Flagg Chapel and the Old Capital Museum.**

**Milledgeville was the capital of Georgia from 1803 to 1868, and many still refer to it as the “Antebellum Capital.” The legislature settled on the name following the term of Governor John Milledge from 1802–06.**

## A Great American Main Street

Affectionately nicknamed “Milly,” the city won the honor of being the 2014 recipient of the Great American Main Street Award. The award is based on the preservation of downtown areas and reviving the community spirit within them. According to the National Main Street Center, “Main Streets are the traditional center for social, cultural and economic activity for their communities. They are the big stage, the core of the community. Our main streets tell us who we

are and who we were, and how the past has shaped us.”

The organization searches for a few specific characteristics when choosing Main Street Award candidates: a proven strategy for revitalization, a powerful network of linked communities and a support program that leads the field.

Following those guidelines, “Milly” was the perfect candidate: It’s filled with museums, decades-old festivals and plenty of community stories.

*City hall is an example of beautiful history in downtown Milledgeville, Ga. The city served as Georgia’s capital from 1803 to 1868. (Photo provided)*



## Visiting downtown

Downtown Milledgeville offers a modern twist on nostalgic heritage, though. The Old Capital Museum is located in the building where Georgia legislatures voted to secede from the union in 1861, a location that’s now on the campus of Georgia Military College. Locals and tourists join together there in appreciating the story of the city, its secession from the Union and its history of legislative rulings.

Milledgeville Main Street Director Carlee Schulte spoke with the National Main Street Center, saying, “The future plans for a Main Street community must be a work in progress that is ever evolving.”

The city took that notion to heart, spending time and energy to conserve other old buildings as well. Milly boasts beautiful churches that are also filled with history. Flagg Chapel, located in the heart of Milledgeville, was named after the African-American blacksmith Wilkes Flagg. Flagg created his own colony on land he owned, in order to educate residents on citizenship.

Ennis Hall, a 29,000-square-foot building in the heart of Georgia College & State ▶



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*Hancock Street closes down to motorist traffic to host the Hometown Celebration Block Party, started in 2014. Milledgeville plans to continue the celebration, which was initiated when the city received the Great American Main Street Award. (Photo provided)*

University, recently received some overdue updates that added to the beauty of the city and campus. The building is on the National Register of Historical Places, and the college took on the responsibility of preserving it.

Originally a woman's dormitory in the 1920s, Ennis Hall underwent a transformation known as "adaptive reuse" over a two-and-a-half-year time span, reopening in June 2014. The Ennis Hall mechanical and electrical systems and finishes had outlived their useful life.

Decades of additions had masked the building's character and history. The design team was tasked with preserving the building historically significant features while reconfiguring the interior.

GCSU utilized nearly 100 percent of the existing structure to help keep the process green and preserve city history. The \$9 million renovation is a highlight among the college campus and the city itself.

Deana Thornton, program coordinator for Milledgeville Main Street, said without the contributions of many independent owners, the city's beautification would not be possible. "...The current owners have, luckily, been diligent in maintaining the structures as well as the grounds of these properties," she acknowledged.

#### **Celebrations of the city**

The community feel of Milledgeville is strong, as seen by the large number of public events held. After winning the Great American Main Street Award, it decided to hold a "Hometown Celebration Block Party." Hancock Street was closed down to motorists, opened to pedestrians and "filled with live entertainment, hometown fun, giveaways and more," according to Thornton. The celebration went so well that the city decided to host another celebration in August this year.



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The Deep Roots Festival is another boast of Milly's. DRF is a blend of culture and music held in the historic downtown section of the city. "The festival is home to a plethora of events throughout the day, showcasing local, regional and national talents, artists and vendors," said Thornton. "It beckons travelers from all over, an antique car show displaying more than 100 cars and an artist market with more than 60 vendors."

DRF amuses visitors of all ages, including the children who participate in activities and enjoy inflatables and carnival rides; and the festival isn't complete until the Memphis BBQ Network cook-off takes place.

"The festival has received over 30 Kaleidoscope Awards from the Southeast Festival and Events Association since its inception in 2004," said Thornton. "This event is made possible by the efforts of over 100 volunteers that work tirelessly to see the day to fruition each year." Businesses typically see a 250 percent increase in Saturday sales compared to a regular weekend.

Milledgeville has continued to add to its rich heritage. Grant-funded pavilions are home to two different farmer's markets downtown, and Georgia College students sponsor a two-night music festival inside local bars and restaurants. The Oconee River is a tourist attraction and the site for many family events throughout the year. It's thanks to all the groups and others that the city has become known for beauty, scenery and outstanding preservation of rich historical settings. **M**



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# Light strategies



By BARB SIEMINSKI | The Municipal

**C**ITIES AROUND THE GLOBE HAVE BEEN seeing the light ever so clearly the last few years not only in terms of residential illumination, but also as a way of creatively and proudly highlighting buildings, bridges, monuments and landmarks. Lower cost and energy savings shine in these efforts.

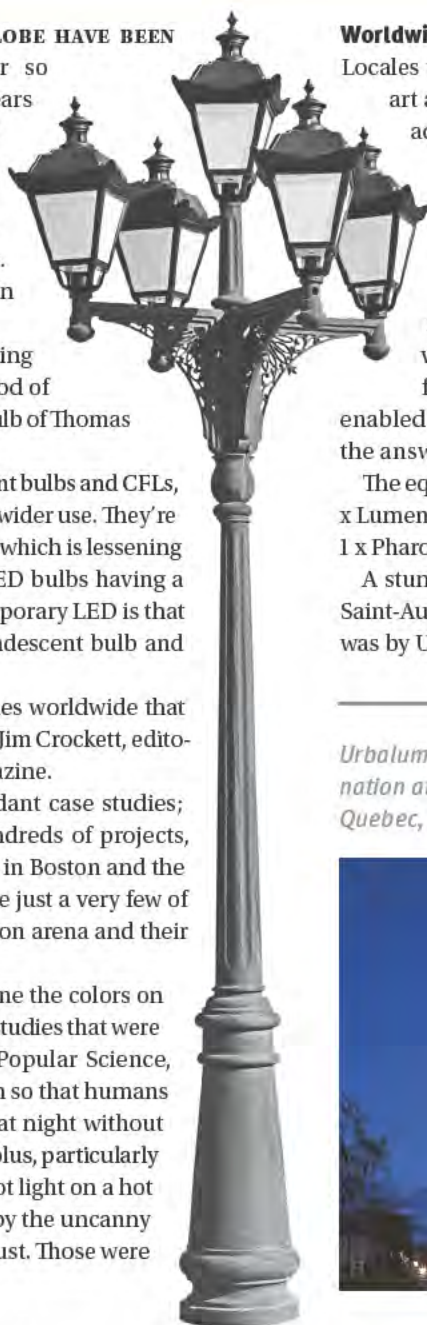
The buzzword that has been shaping the industry recently is LED, with a nod of thanks to the humble, incandescent bulb of Thomas Alva Edison's day that launched it all.

Eventually set to replace incandescent bulbs and CFLs, LED bulbs are working their way up to wider use. They're not quite there yet because of the cost, which is lessening as issues resolve, and due to early LED bulbs having a narrow light. One plus for the contemporary LED is that it lasts 25 times longer than an incandescent bulb and saves energy.

"There are a growing number of cities worldwide that are transitioning to LED lighting," said Jim Crockett, editorial director of Architectural SSL magazine.

"Look at Cree's website for abundant case studies; Philips Color Kinetics has done hundreds of projects, including the Channel Center Garage in Boston and the Bay Bridge in San Francisco. These are just a very few of the numerous giants in the illumination arena and their increasing futuristic innovations."

Want to keep insects at bay? Just tune the colors on your LED lamp. Scientists conducted studies that were published in the March 26 issue of Popular Science, and they are continuing their research so that humans can use a form of high-tech lighting at night without attracting insects. That would be a big plus, particularly if you've ever looked up at a parking lot light on a hot midsummer's night and were struck by the uncanny sight that resembled a blizzard in August. Those were not, um, snowflakes...



## Worldwide lighting innovations

Locales that display newer light technologies include structures of art and education, bridges, botanical conservatories, churches, aquariums and restaurants.

The Blatnik Bridge, which spans the St. Louis Bay between Wisconsin and Minnesota, was constructed more than 50 years ago, but in 2012 the lighting had begun to cause problems. A more updated system was needed.

The question was how to provide a cost-effective, modern system, where each luminaire could be individually addressed and dimmed, on a bridge that is 7,975 feet long and nearly 120 feet high. Lumentalk technology enabled digital lighting control over existing AC power lines was the answer.

The equipment used by Short Elliott Hendrickson Inc. included 20 x Lumenbeam XLarge, 70 x Lumenbeam XLarge, 1 x Lumenlink and 1 x Pharos TPC controller.

A stunning display of illumination is the St. Augustin Church in Saint-Augustin-de-Desmaures, Quebec, Canada. The lighting design was by Urbalum Signature Lumière, and there is an excellent video

---

*Urbalum Signature Lumière designed a stunning display of illumination at the St. Augustin Church in Saint-Augustin-de-Desmaures, Quebec, Canada. (Photo provided)*







**ABOVE:** The Blatnik Bridge between Wisconsin and Minnesota features luminaires that can be individually addressed and dimmed, on the 7,975 feet long and nearly 120 feet high structure. (Photo provided)

**BELOW:** At Ripley's Aquarium of Canada, in Toronto, Ontario, jellyfish tanks were fitted with color-changing luminaires that fade from day to night in a natural manner, helping marine animals to better adjust. (Photo provided)



of this church and the different facades the lighting shows posted at [www.lumenpulse.com/en](http://www.lumenpulse.com/en).

At Ripley's Aquarium of Canada, designers Mulvey + Banani International and B + H Architects deviated from traditional lighting and chose an LED lighting system that bypassed maintenance and operational issues. In the past, North American aquariums were lit with 150- and 250-watt metal halide fixtures, which degrade with age, resulting in more maintenance.

Ripley's huge jellyfish tanks were fitted with Lumenfacade Color-Changing luminaires on dry niche compartments in the tanks' side windows, with reflections changing in the shifting daylight.

The luminaires are completely dimmable so that different moods can be implemented, and they slowly fade from day to night, which helps the 16,000 marine animals better adjust. They also control algae growth.

With LED illumination there is no longer a need to change light bulbs above the tanks. If a foundation of metal halide lighting sources had been used, 100 bulbs would then have to have been removed. ▶

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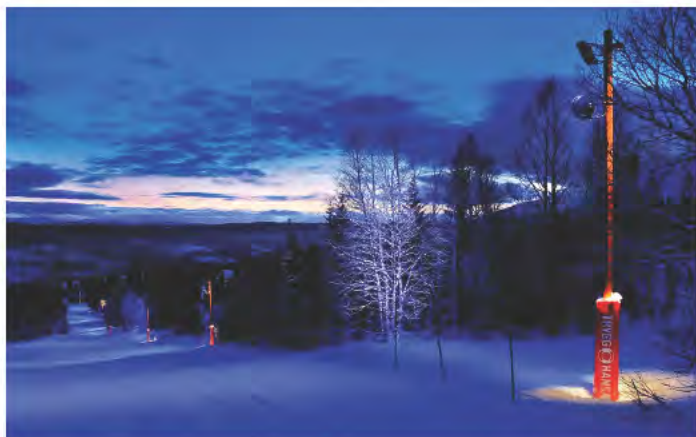


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Åre Ski Resort in Sweden made night skiing an enchanting experience by installing new lighting on its cross-country paths. (Photo provided)

Fort Wayne, Ind., boasts its own illuminated bridge, which was completed in 2012. The Dr. Martin Luther King Jr. bridge memorializes King with 704 LED light fixtures requiring 14,000 feet of electrical wire, allowing the implementation of different color patterns, such as red, white and blue lights for a patriotic occasion or red and green lights honoring the holidays or the native Tin Caps baseball team.

In London, Jamie Oliver's famed Barbecoa Restaurant features lighting magic

meet rigid green requirements.

The great ceiling heights were gifted with Lumenalpha, which offered a 20-degree beam angle. Both accent lighting and general lighting were used for ambience: 125 x Lumenalpha Clear Small (2700K, 80CRI and 20°) and 122 x Lumenalpha Clear Small (2700K, 80CRI and 40°).

Nordic lighting design practice Ljusarkitektur created a lovely family place for extended hours of operation by allowing night skiing at

wrought by Speirs + Major. The facility's large windows were challenging—both daylight and street lighting deluged the space, rendering it hard to develop a distinguished lighting display and yet

Åre, Sweden, one of the world's top ski resorts near the Arctic Circle. Turning a snowy nighttime into an enchanting experience based on legends of trolls and other folklore, the installation used 240 color-changing Lumenpulse luminaires, which increased the after-dark revenue of the resort.

The original lights of the historic Loltún Caves in Oaxtepec, Mexico, were upgraded recently as part of a challenge to balance the needs of tourists and archeologists alike on the project. The early incandescent and HD lamps used a lot of energy and had to be changed frequently, according to the GPE Designs.

Replaced by color-changing luminaires in various sizes, the designer, in order to limit damage to the caves, avoided permanent installations to the rock. Instead, the long-lasting luminaires were mounted onto concrete bases, which had the ability to be moved for future events, exhibits or studies. ■

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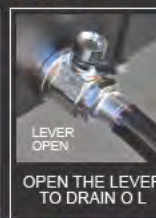
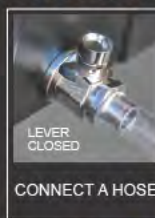


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# Wildlife underpasses: projects in partnership

By ANNE MEYER BYLER | The Municipal



**Great Dismal Swamp  
National Wildlife Refuge**

**W**HAT MAKES PARTNERSHIPS work, when they are for improvements in a local area but require the help of different levels of government and different organizations to pull them off?

This question arose in an article that Jeff Mast, of the U.S. Fish and Wildlife Service, wrote in the National Wildlife Refuge System's "Refuge Update" in 2013. "Road Culverts Improve Safety and Habitat Connectivity" laid out one particular regional collaboration in the following manner.

"At Great Dismal Swamp National Wildlife Refuge on the Virginia-North Carolina border, in 2005 a multi-agency partnership resulted in two large wildlife underpasses, as well as several small structures, to accommodate the passage of black bears, deer, and bobcats under US Route 17 S., in the City of Chesapeake, Va. The four-lane highway skirts the refuge and is a major north-south connection for truck traffic to the ports and commuters. These wildlife thruways are especially important because the refuge is at its biological carrying capacity for bears, and juveniles are likely to establish territory beyond the refuge's boundary. 'With a

four-lane, divided highway that receives a lot of traffic, it is essential to have safe crossings for the bears to move east from the swamp,' says Refuge Manager Chris Lowie."

According to the article, Steve Suder, U.S. Fish and Wildlife Service national transportation program manager, the key is federal, state and local cooperation from the start.

"As we look forward at mitigating the impact of wildlife-vehicle collisions in the vicinity of national wildlife refuges, we must be proactive and collaborate with our partner agencies to achieve the many mutual benefits that result," it said.



At Great Dismal Swamp Wildlife Refuge, south of Chesapeake, Va., underpasses and several smaller structures accommodate the normal routes of black bears, deer and bobcats under a relocated section of US Route 17 S. The four-lane highway skirts the refuge and is a major north-south connection for truck traffic. (Shutterstock photo)





**LEFT AND RIGHT:** *The primary benefit of the project is the safety of both motorists and wildlife. A secondary benefit is that the former roadway was converted to a multipurpose trail for people interested in recreation, wildlife and the rich history of the wildlife refuge. (Photos provided by the Virginia Center for Transportation Innovation and Research)*



### Significant need, great support

The wildlife corridors, bridging routes wildlife were used to traveling across US Route 17 in Virginia, opened in 2005 after a nearly 12-mile long section of the highway was relocated a short distance west of its old path. In the decade before the section's completion, it had seen 256 crashes and 30 fatalities between wildlife and vehicles. Mary Ann Saunders, assistant to the city manager of the city of Chesapeake, mentioned that she thought it was one of the top ten most dangerous roads in the U.S. Before she came to work in Chesapeake in 1987, she knew that people in the city were working toward a new highway.

"Highlighting safety issues that exist for the local cities helps get these large, important projects underway," she said.

Congress members and legislators from both states, citizen grassroots groups in the community and members of the business community were all vocal in favor of a new section of road. A turning point may have come in 1999 when back-to-back hurricanes flooded the existing

In this situation, Virginia Department of Transportation had a major stake in the project and was working on design to widen the existing roadway for many years since it was a state highway. Chesapeake's involvement began with advocating for both a decision on the roadway's location and funding. It was the only city involved, along with the county of Camden and elected leaders in northeastern North Carolina. Money for the project came from VDOT.

Chesapeake city represents a very large land area, more than 353 miles square, with US Route 17 being one of two highways linking North Carolina to the region's job centers. One of Chesapeake's bigger issues in the replacement of the highway had to do with trying to resolve conflicts between environmental agencies, such as the Army Corps of Engineers, which do permits for wetlands and speak on behalf of wetlands and wildlife, and the North Carolina Department of Transportation that was responsible for planning and construction.

### 'They support us and we support them'

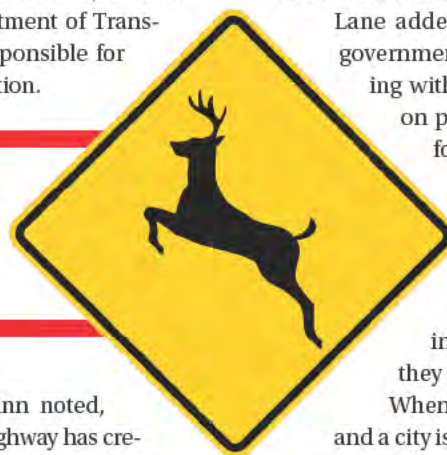
Cindy Lane, deputy wildlife refuge manager for the Great Dismal Swamp National Wildlife Refuge, had the following to say about Chesapeake as a planning partner:

"As far as working with the city of Chesapeake, they're a dream to work with. We have never had anything but good cooperation and positive relations with them. They support us and we support them. Today, we provided a boat and an operator to conduct a tour at their request. They help us with our events, and we help them with theirs. They take our mission into consideration when they are making plans for development of the US Route 17 corridor. They used us as a selling point of sorts to create their fabulous Dismal Swamp Canal Trail that accommodates horses and bikes and has a canoe/kayak launch. The trail runs along the eastern border of the refuge."

Lane added some words for local governments interested in partnering with regional organizations on projects. Cities are easier for organizations of broad scope to work with, she said, when they understand the mission of larger agencies and can keep in mind common goals they might share.

When a large project is needed and a city is involved, the city can be most helpful by appointing a consistent contact person — someone who's accessible, dedicated and sharp; by always thinking of the agency when a project would involve it, and keeping members in the loop; and by inviting the agency's participation from the early planning stages on. ►

**"Highlighting safety issues that exist for the local cities helps get these large, important projects underway."**



road and closed it for about five days.

The interest of Chesapeake and its city council was in getting the bigger road built, so the key strategic role of the city was to highlight the current problems and bring a sense of urgency toward resolution. However, debate lingered over whether to widen the existing roadway or relocate the alignment on a new location.

Since 2005, Mary Ann noted, "The relocation of the highway has created an eco-tourism corridor for that part of the city. The primary benefit from the project is motorist safety for those on the road and wildlife around it, and a secondary benefit is the former roadway converted to a multi-purpose trail for people interested in recreation, wildlife and the rich history of the wildlife refuge."



## Wildlife crossings documented Nov. 2005–Mar. 2008

- 165 deer
- 136 raccoon
- 103 “unknown”
- 17 bobcat
- 14 wetland birds
- 13 bear




### Determining the project’s success

Final words about the wildlife impact on the partnership came from “Research Report: An Evaluation of the US Route 17 Underpass, in Chesapeake, Va., as a Wildlife Crossing,” available at [www.virginiadot.org/vtrc/main/online\\_reports/pdf/10-r10.pdf](http://www.virginiadot.org/vtrc/main/online_reports/pdf/10-r10.pdf) and written by Bridget Donaldson and Maynard Schaus. Research from before construction of the bridges identified areas along US Route 17 that were main bear and other wildlife crossings, determined from hair samplings taken from barbed wire in single strings along the highway. Studies of underpasses in Florida showed how too narrow spaces limited wildlife crossings.

Another study by Matthew McCollister and Frank Van Manen in 2008 found that in Washington County, N.C., “the three wildlife underpasses that were constructed in 2005 beneath a new section of I-64 monitoring for a year documented 17 black bear crossings and more than 3,000 deer crossings through the three underpasses.”

From the evaluation of the US Route 17 underpass, “A total of 550 crossings were documented over the 29-month monitoring period. [November 2005 to March 2008] This number may be conservative, given the large expanse of wetland and small portion of the southern dry area that could not be captured by the camera range. At least 12 species

were photographed in the underpass, some of which are shown [left]. Thirteen black bear crossings were documented, all during the second year following underpass construction. Deer used the underpass the most (representing 30 percent of all crossings), followed by raccoons [left]. A large portion of the photographs were categorized as ‘unknown’; the images in these photographs were recognized as wildlife but the species could not be identified [left]. The great blue heron, great egret, and Canada goose were grouped into a ‘wetland birds’ category; of this grouping, great blue herons were documented the most (8 times), followed by great egrets (5 times) and the Canada goose (1 time). The fox was also grouped into a larger category because it could not always be identified with regard to the species level (i.e., red or gray). Except for black bears, passage frequency for any species did not significantly increase or decrease over the monitoring period.”

The story of the partnership that created the new US Route 17 is one of a local increasing sense of importance being communicated to and shared by the larger wildlife communities and the state transportation agency. 

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Chesapeake worked with state and regional partners to accomplish the wildlife corridors project. It also created the fabulous Dismal Swamp Canal Trail that accommodates horses and bikes and has a canoe/kayak launch that runs along the eastern border of the refuge. (Photo provided by the Virginia Center for Transportation Innovation and Research)



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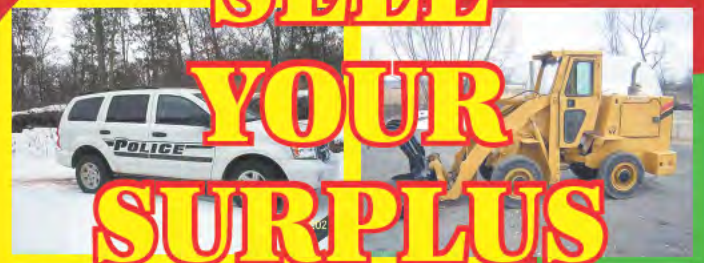
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## Transformational thinking: 'Project Kill the Flashover'

By JODI MAGALLANES | The Municipal

**Controlling extreme fire behavior is part of the mission of the fire service. Preventing flashover — that moment when the combustible material in an enclosed area reaches its maximum ability to absorb heat energy and ignites nearly all at once — counts among those extreme behaviors.**

Joe Starnes, former chief of the Sandy Ridge Fire Department and current public information officer in Oak Grove, N.C., believes there's a method for preventing this type of rapid fire advancement.

During his more than 40 years in the volunteer fire service, experience is what first began to lead Starnes to look more closely at the factors leading up to flashover. That research, and some related topics, also arose over lunch one day in 2011 with Shaun Oke, chief of the Ablemarle, N.C., department.

"We got to talking safety; he had two sons going into the fire service, and we brought up some of the things that we saw as gaps in safety: for instance, (the limited use of) foams," Starnes said.

The men left determined to "go after the myths." Under the mantra of "We test, we demonstrate, you decide," they've spent the past four years writing hypotheses and testing them during once-yearly, non-NFPA1403 test burns that include typical home furniture, a high-release fuel.

For testing purposes, extreme fire behavior is defined as any fire or thermal threat to a suppression crew's PPE.

Doing the actual testing was important to both of them.

"We aren't science people; we're the applied people," said Starnes. "We ask questions about each decision made. What if you don't add air? What if you do — then what happens? What if you break the door? What

*The value of personal possessions lost to fire has risen significantly over the past 50 years, even though the number of house fires has dropped. Colleagues at Kill the Flashover believe part of the reason is that most home furniture and decor is now made with petroleum-based products, leading to more frequent and much more rapid flashovers and backdrafts. (Shutterstock photo)*

if you don't break the door? Do we care about where the air is coming from in this scenario?" They ask firefighters to critically evaluate each individual situation based on such variables — "think on your feet," in other words — and adjust procedure accordingly, after advising command.

"It's truly transformational thinking when responders evaluate each fire scene on the details of the structure and situational factors," said Starnes. "It's theory inside of thinking. Thinking is based on theory, and the theory is simply not being taught."

The learning portion comes after a burn, when participants and observers discuss what came out of the experience. Among the post-burn questions that are important





**ABOVE:** Participants in a KTF burn discuss at length the science behind fire behavior and how adjusting their responses to the details of a fireground situation might control it more effectively. (Photo provided)

**BELOW:** Under the mantra of "We test, we demonstrate, you decide," Kill the Flashover and Fire Behavior University firefighters and observers spend hours writing hypotheses and testing them during yearly test burns. (Photo provided)



to ask in order to evaluate the procedure is, "Did the fire grow or die because of what you did?"

Then carefully recorded video of the burn is shared. Lastly, the experience and information interfaces with higher education via Fire Behavior University. Starnes, Oke and their colleagues package their efforts into a concept of identifying, defending and/or killing extreme fire behavior, thereby reducing the opportunity for injury to interior fire crews. They call it "Project Kill the Flashover." KTF is based on the science behind fire behavior and not just what has been observed.

A bar stool image visualizes the approach. The legs of the stool are air management, enhanced water streams and thermal data. Live fire tests conducted over the past several years confirm its viability as a risk model.

One general but key difference that has developed between KTF and other RFA techniques is how water is put on the room's contents.

"If we enter a room and there's a sofa in it, and the fire's behind it, why don't we address the sofa? Because it's not on fire. But if we ►

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wet it anyway, then I turn down the valve on the available fuel in that room, and we just bought ourselves time,” Starnes explained. Because many of today’s home furnishings are made with petroleum products, they contribute more quickly to a potential flashover or backdraft than similar items did 50 years ago. That crucial difference illustrates why firefighters need to be permitted to independently evaluate and react to the variables present at each fireground.

The fact that most basic fire service training includes a scant four hours of fire science education is another reason why KTF colleagues put stock in their hypothesize-test-evaluate learning method.

“We all have a theory about what’s going to make it go out. Give this some thought and see how it fits in to your theory” is what Starnes and

Fire Behavior University advocate. The goal is to learn what prevents thermal injury to firefighters.

The new normal in staffing levels, especially in the volunteer fire service, prompted KTF to use only minimum staffing during its test burns.

“Right now we only do residential testing, and we typically don’t operate with more than 18 people because you’re lucky to reach that number in a lot of smaller departments,” Starnes said. 

For more information about KTF Fire Behavior University, visit [killtheflashover.com](http://killtheflashover.com).

For testing purposes, KTF’s definition of extreme fire behavior follows the standard definition: “any fire or thermal threat to a suppression crew’s PPE.” During the burns, high-release test fuels are used.

To view video and photos from the test burns, visit [killtheflashover.com](http://killtheflashover.com).



KTF uses a hypothesize-test-evaluate model involving test burns to study the factors that encourage fire growth, decay and firefighters’ ability to access and extinguish them in a risk-mitigating way. (Photo provided)



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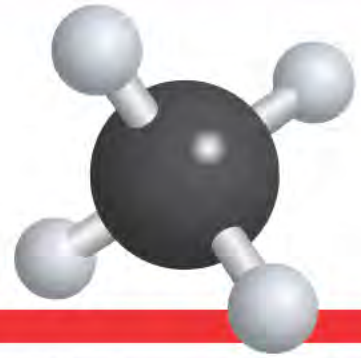
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# CNG and fleets: *building your business case*



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**Fleets considering a compressed natural gas program now have two online resources to help evaluate economic soundness.**

Natural gas has come to the forefront of the country's energy news recently as a clean-burning, abundant and domestically produced energy source.

In the fleet world, these attributes have garnered growing interest in compressed natural gas for medium- and heavy-duty vehicles. Liquefied natural gas is considered a better fit for applications that require a more dense concentration of fuel, such as over-the-road trucks or service vehicles that have longer routes. Fleets also appreciate that CNG can reduce operating costs and offer relative price stability compared to conventional petroleum fuels.

For cities considering a transition to CNG, there are many aspects of CNG vehicles and fueling infrastructure that impact the viability and financial soundness of such a move. Analyzing these aspects to assess the economic feasibility of a CNG conversion can be a complex process, but there are tools to make it easier.

## Tools to help

The National Renewable Energy Laboratory recently updated its Vehicle Infrastructure and Cash-Flow Evaluation model to help fleets evaluate the soundness of CNG vehicle and fueling infrastructure projects. VICE 2.0 is an expansion of the original VICE model and demonstrates the relationship between the operational parameters of the vehicle fleet and the financial viability of a CNG project. It focuses on CNG because it is the best suited for "yo-yo fleets," or fleets that start and end their day in the same location.

The updated model supports several common categories of conventionally fueled — i.e., gasoline and diesel — heavy- and light-duty vehicles, such as transit buses, school buses, trash trucks, delivery trucks, paratransit shuttles or "para shuttles," and taxi cabs. VICE 2.0 is especially beneficial to fleets with routes that start and end in the same place and are therefore able to refuel at a central location.

VICE 2.0 also incorporates significant visual and reporting enhancements, including a graphical presentation of return on investment; cumulative cash flow; and payback period, both simple and discounted. The model calculates petroleum displacement, both annual and cumulative, and annual greenhouse gas reductions, which it displays based on the input provided.

VICE 2.0 is user friendly and publicly available on the Alternative Fuels Data Center website at [www.afdc.energy.gov/vice\\_model](http://www.afdc.energy.gov/vice_model).

A recently published NREL report, "Building a Business Case for Compressed Natural Gas in Fleet Applications," describes the capability of VICE 2.0 and explains how the model estimates the business case for decision makers considering a switch to CNG. The report is available at [www.afdc.energy.gov/publications](http://www.afdc.energy.gov/publications).

The report is divided into two main sections. First is an overview of VICE 2.0 that establishes the default values used by the model in a "base case" assessment. These values attempt to represent the most typical parameters affecting the financial performance of CNG projects, including investment type, tax exemption status for the fuel, and operations and incentives for hypothetical, base-case vehicles.

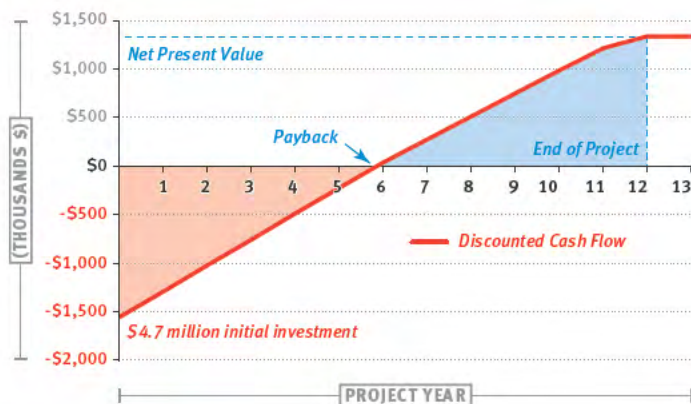
As explained in the report, VICE 2.0 allows decision makers to categorize CNG projects as vehicles and infrastructure or vehicle acquisition only. Investments for vehicles and supporting infrastructure can be staggered across a 20-year project timeline, and vehicle investment may be made independently from infrastructure investment.

The second part of the report explains how fleet operators should examine the ►



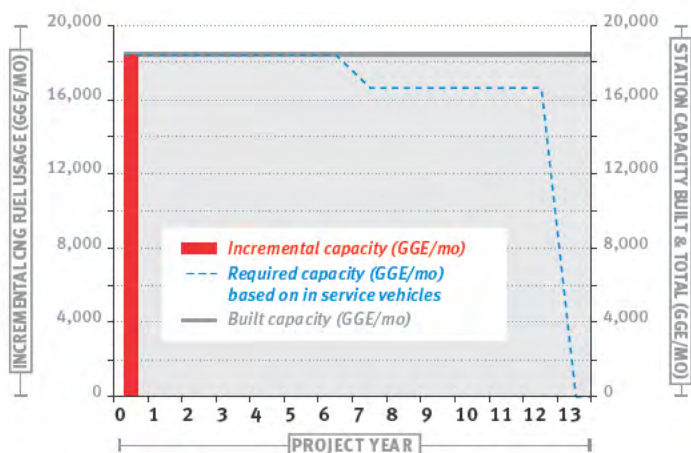
*The National Renewable Energy Laboratory recently updated its Vehicle Infrastructure and Cash-Flow Evaluation model to help fleets evaluate the soundness of CNG vehicle and fueling infrastructure projects. (Photo by Pat Corkery, NREL 18188)*





### CNG Project Cumulative Cash Flow

VICE 2.0 allows users to chart key investment indicators, such as payback period, discounted cash flow and net present value. (Information provided)



### CNG Fuel Requirement and Capacity Utilization

CNG usage is plotted against station capacity over the life of the project to ensure fuel availability with minimal investment. (Information provided)



Truck fleet managers should assess various factors to determine the financial viability of converting to or adding compressed natural gas. (Photo by DeKalb County Sanitation Department, NREL 26760)

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specific operating parameters of their fleets, which may be significantly different from the generalized base case. This gives fleet operators a starting point, demonstrating how changes to the operational parameters of the model's base case, like fuel cost and vehicle miles traveled, affect the profitability of the project.

The report advises caution when making independent vehicle and infrastructure investments. Even if a project shows potential with respect to the investment metrics, it is important to ensure that the infrastructure capacity will meet the fueling demands of the fleet. VICE 2.0 provides a quick graphic check for this situation.

In terms of economic soundness, most projects of this type are judged on the basis of net present value, return on revenue and payback period. The report provides a short tutorial of each of the indicators, and VICE 2.0 can help evaluate financial viability based on various factors, such as fleet size, fuel consumption, and station and vehicle costs.

As illustrated throughout the report, subsidies and tax credits can have a tremendous positive impact on project profitability,

especially for projects that involve vehicle and fuel purchasing. Fleet managers can track the availability of CNG incentives through their local Clean Cities coordinator, whose name and information can be located at [www.afdc.energy.gov/cleancities/coalitions/coalition\\_contacts.php](http://www.afdc.energy.gov/cleancities/coalitions/coalition_contacts.php), or through the Alternative Fuels Data Center website, [www.afdc.energy.gov/vice\\_model](http://www.afdc.energy.gov/vice_model).

Determining the financial soundness of any investment is an important first step for any decision maker. The VICE 2.0 model and the report, "Building a Business Case for Compressed Natural Gas in Fleet Applications," are uniquely designed for fleet managers considering an investment in CNG and can help ensure wise investment decisions about CNG vehicles and infrastructure.

Other online resources for fleets considering CNG, including case studies, are [www.afdc.energy.gov/case](http://www.afdc.energy.gov/case), the Alternative Fuels Data Center, [www.afdc.energy.gov](http://www.afdc.energy.gov), EERE Clean Cities, [www1.eere.energy.gov/cleancities](http://www1.eere.energy.gov/cleancities), and the Energy.Gov website, [www.energy.gov](http://www.energy.gov). ■

Information provided by NREL.

### Vehicle Infrastructure and Cash-flow Evaluation (VICE 2.0) helps fleets evaluate CNG investments.

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# Mothman Festival

## Sept. 19 and 20

**“He” was first sighted on Nov. 12, 1966, by five gravediggers; then three days later by two young couples, and over the next 13 months by more than 100 people in the Point Pleasant, W. Va., area.**

He has been described compositely as a man-like creature with a seven- to 10-foot wingspan and glowing red eyes. The entity later called Mothman supposedly flew low over the tree-tops and swooped down to attack the roofs of cars inhabited by amorous teenagers.

To the skeptical, the creature was most likely a shitepoke, a large member of the heron family.

In any event, a small cadre of local Mothman devotees, determined to “never let a good legend go to waste,” organized the first Mothman Festival in November 2002. The event took place on Main Street in downtown Point Pleasant and drew a modest crowd of 500. Annual attendance at the growing multi-day festival now tops 4,000 curiosity seekers.

The visitors aren’t just local repeat customers, either, according to Mayor Brian Billings, who cited a litany of out-of-state license plates he has seen during the third weekend in September: Alabama, New York, New Jersey and South Carolina “just for starters.”

Nor is the crowd restricted demographically. “You’d think it’s the younger ages, but we have more older folks who visit,” said Billings, who served as city council member and clerk-treasurer before becoming mayor in 2009.

He noted that the town of 4,300 reaps both short- and long-term benefits from the festival.

“While we’re not overflowing with restaurants, the festival is a big time for the food chains.” The local variety, curio and souvenir shop owners “look forward to it. It’s like the Christmas season to them.”



**LEFT:** Two “Men in Black” visitors to the Mothman Festival in Point Pleasant, W. Va., last year came prepared to eradicate the fictional threat celebrated by the town each September. (Photo provided)

**RIGHT:** Restaurants and stores in Point Pleasant plan their year around the three-day September event, which draws about 4,000 people to the small western West Virginia town. (Photo provided)



*The Mothman creature is described as man-like, with a seven- to 10-foot wingspan and glowing red eyes. A statue in the town depicts him and attendees at the annual Mothman Festival often come dressed as the local legend. (John M Perine / wikimedia.org)*

Mothman weekend also brings people to the Battle of Point Pleasant historical site, downtown murals depicting the war scenes, statues of war heroes, and other museums and “other attractions we point them to.”

The city pays for water, trash and police protection during the festival, but “it’s a good investment, as long as we are bringing folks to our community,” said Billings. “We are a proud yet humble historical community, and it’s worth every penny we spend. It is a win-win situation.” **M**

For more information, visit [www.mothmanfestival.com](http://www.mothmanfestival.com) or [www.mothmanmuseum.com](http://www.mothmanmuseum.com).





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# World Chicken Festival

## 2015 festival dates: Sept. 24-27

**For the past quarter-century during the last full weekend of September, the small town of London, Ky., in Laurel County, has commemorated two of its favorite sons with a “finger lickin’ good” downtown festival that draws upwards of a whopping 100,000 people a year.**

The World Chicken Festival takes place where Colonel Harland Sanders opened his first Kentucky Fried Chicken restaurant and introduced his original recipe in 1940. The festival features the world’s largest skillet, capable of cooking 600 chicken quarters in 300 gallons of oil. The skillet’s diameter runs 10 feet, 6 inches, and the chicken pieces are turned with rakes. More than 7,000 pieces are served up by the end of the festival.

The four-day family-oriented event occurs entirely within an eight-block area. Street closures are announced online well in advance for the convenience of the 8,092 residents.

Downtown merchants are split on their reaction to the festival. Some bristle at the customary annoyances that attend a throng of visitors milling about the confines of storefronts. Others overlook the frustrations and welcome the potential business that wafts in with the crowd.

The festival “makes a major impact on the offices and businesses downtown,” said Chris Robinson, executive director of the recently formed tourism committee, “but over the

years people felt more benefit than interruption. Some have a bitter taste, but some love it.”

Even with all the chicken sold downtown, nearby restaurants are the main beneficiaries of the increased traffic.

“A lot of people will get a snack at the festival but eat their full meals at the restaurants,” said Robinson. He cited hotels and gas stations as other businesses that thrive over the weekend.

Municipal participation is not cheap, however.

“The police department has always done a great job with crowd control,” he said, “and there’s a lot of sanitation and waste to contend with. It’s expensive and the city absorbs those costs.” He described London’s participation as an “in kind contribution. It’s not a money maker for the city.”



*Volunteers man a giant deep fryer at the World Chicken Festival in London, Ky. The population of the town, normally about 8,000 people, explodes to over 100,000 during the September event. The county is also the birthplace of Lee Cummings, co-founder of Lee’s Famous Recipe Chicken. (Photo provided)*



But the returns in positive recognition for London and tourist dollars for its businesses have kept the city coming back for another heapin’ helping for 26 years and counting. **M**

For more information, visit [www.chickenfestival.com](http://www.chickenfestival.com).





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# Eighteenth annual Snow and Ice Symposium



## BELOW:


Exhibitors received a crowd of contractors at the 18th annual Snow and Ice Management Association conference. (Photo by Chris Smith)

## ABOVE:

Blade and truck manufacturers reminded Snow and Ice Symposium attendees about what they're likely to face during the upcoming winter. (Photo by Chris Smith)



**S**NOW AND ICE MANAGEMENT Association brought private sector snow professionals together June 21-24 in Schaumburg, Ill., to compare strategies for picking up where municipalities' responsibility ends.

The SIMA Snow and Ice Symposium featured industry and thought leaders like Sasha Strauss, Darryl Beckman and James Burns, and provided attendees with a curated selection of new products to browse. Pre-conference workshops and conference discussions centered around personnel strategies, legal issues, liquids, applications and more. 

Providence, R.I., will host the 2016 SIMA conference June 21-24. For information, visit [www.sima.org](http://www.sima.org)





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# Phoenix to host public works professionals

**The biggest annual gathering of municipal water treatment, street department, sanitary sewer, stormwater and engineering professionals—American Public Works Association's International Public Works Congress and Exposition—gets underway at the end of this month in Phoenix, Ariz.**

"The Best Show in Public Works" will be the place to learn practical applications for using drone technology and how to navigate regulations surrounding its use; how to evaluate strategies for serving the multimodal needs of a community; how to conduct a simple, yet thorough sidewalk inventory and inspection process; and how advanced, connected vehicle applications and smart roadway systems may change the future of road building and signalization.

Extensive educational programming and an enormous exhibition floor are only part of the attraction this valuable event holds. Having the opportunity to ask for advice compare solutions and hear news about

upcoming developments affecting public works from those at on the front lines means there's no place to better prepare yourself for the year ahead. Participants will hear strategies that have proven effective at attracting new talent and how to troubleshoot the concept of becoming a zero-waste community; there will also be ideas for effectively communicating the value of infrastructure spending to the general public.


Among the special events slated for this conference is the Public Works Technologies Panel, dedicated to discussing the newest technology and how it will affect public works: think drones, unmanned cars

*The Phoenix Convention Center in Phoenix, Ariz., will welcome public works professionals from across the country Aug. 30-Sept. 1 for "The Best Show in Public Works," the American Public Works Association annual conference. (Photo provided)*

**Education sessions will be organized into 16 popular categories at the APWA International Public Works Congress and Exposition.**

- Career and Personal Development
- Construction Management
- Emergency Management
- Engineering and Technology
- Environment/Sustainability
- Facilities
- Fleet Service
- Management
- Parks and Grounds
- Snow and Ice
- Solid Waste
- Storm Water/Flood Control
- Streets, Roads and Bridges
- Traffic Engineering
- Utility and Public Right-of-Way
- Water/Waste Water

and the like. The panel takes place from 8 a.m.-9:45 a.m. Aug. 31. Additionally, participants will hear inspiring stories from Marcus Luttrell, the author of "Lone Survivor" and "Service: A Navy Seal at War"; Diana Nyad, long-distance swimmer and broadcaster; and an insightful summary from Dr. Dan McNichol of the cross-country media tour, "Low and Slow Across America," that he just took to acknowledge the skills of public works professionals and juxtapose the deteriorated condition of much of America's infrastructure.

Over 400 exhibitors will present and demonstrate the latest tools at the Expo Experience happening Sunday, Aug. 30-Tuesday, Sept. 1. The popular Stormwater Summit, chock full of up-to-the-minute water resource management planning and management, happens from 2 p.m. to 5 p.m. Aug. 31 and Sept. 1. 

Register online at [apwa.net/congress](http://apwa.net/congress).



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# NRPA hits the big 5-0 in Vegas



**ABOVE:** The chance to network with other parks and recreation personnel and take home actionable ideas is reason enough not to miss the annual National Recreation and Parks Conference. Mallory Knowles and Perri Leuck, from left, discovered that at the 2014 gathering. (Photo provided)

**OPPOSITE PAGE:** The exhibit hall at the 2015 National Recreation and Parks Conference will be more fun than ever. In honor of the 50th anniversary of the NRPA organization, new games, cash giveaways, a networking reception and a silent auction of products and services will take place. (Photo provided)

**I**F THERE'S ONE PLACE MADE TO WHOOP IT UP AND CELEBRATE a half-century milestone, that place would be Las Vegas. That's why it's fitting that the National Recreation and Parks Association's annual conference will take place at Mandalay Bay Sept. 15-17, during the organization's 50th year of serving parks and recreation professionals.

Fitting the celebratory and accomplished tone of this year's gathering is the selection of keynote speaker Gil Penalosa. A former commissioner of parks, sport and recreation for the city of Bogota, Colombia, and the founder and chairman of 8-80 Cities, Penalosa played a key role in the comprehensive transformation of public spaces that took place in Bogota in the 1990s. A program his team created, "New Ciclovía," brings more than 1 million people to the streets to run, bike and skate every Sunday and is being duplicated around the world today. He has shared his skills and insight with more than 180 cities around the world, and on the first day of the conference will encourage attendees to share the passion for creating parks that have something for everyone.



An anniversary cake with candles, interactive games on the exhibit floor and special cash and prize drawings are some of the events slated to mark the milestone. Add to that the fact that the conference will have hundreds of educational sessions — including 20-minute speed sessions, where you'll learn a new idea in practically an instant — pre-conference sessions, local tours and networking opportunities, and the NRPA 2015 conference becomes easily the most worthwhile conference parks and recreation professionals will attend this year.

In addition to a distinguished keynote speaker, several other knowledgeable and successful industry leaders will help attendees look at their facilities and programming in a new light. They include



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## Upcoming Editorial Calendar

September 2015

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Deadline Monday, August 17

October 2015

**Parks and Recreation**

Deadline Monday, September 14

November 2015

**Technology**

Deadline Monday, October 19








Mark Hall Patton, from television's "Pawn Stars," who will discuss how museums fit into parks and recreation departments; and ESPN reporter Tom Farrey, who is also the executive director of The Aspen Institute and will give an update on its Project Play and the Future of Play. NRPA is also proud to announce that the director of the National Park Service, Jon Jarvis, will be the featured George Butler Lecture Series speaker during the week.

Pre-conference business will include CPSI Recertification and Aquatic Facility Operator courses and exams, and information about the CPRP certification. Also getting underway a day or two early will be some of the off-site tours, including to Floyd Lamb Park, the Las Vegas Aquatics facilities and Craig Ranch. There will be a presentation on building and mailing sustainable efficient facilities, turns to the Hoover Dam and a look at the back-of-the-house of local casinos.

The NRPA knows how to have fun, and the first place it will let loose is on the exhibition floor. As always, the newest fun activities and equipment for parks facilities will be on-site, ready for everyone to try them out. The exhibit hall will be open from 10 a.m. to 4:30 p.m. Tuesday and Wednesday, Sept. 15-16. 

Don't miss this fantastic opportunity for education and networking, and the industry's largest trade show. For more details, justification tips and registration forms, visit [www.nrpa.org/Conference2015](http://www.nrpa.org/Conference2015).

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## AUGUST

**Aug. 22-25 International Municipal Signal Association 120th Annual Conference & 38th Annual School**  
Hyatt Regency,  
New Orleans, La.  
[www.imsasafety.org/2015conf](http://www.imsasafety.org/2015conf)

**Aug. 24-26 Fleet Technology Expo**  
Long Beach Convention Center,  
Long Beach, Calif.  
[www.fleettechnologyexpo.com](http://www.fleettechnologyexpo.com)

**Aug. 24-27 Solid Waste Association of North America WasteCon**  
Gaylord Palms Resort & Convention Center, Kissimmee, Fla.  
[swana.org/Events/WASTECON.aspx](http://swana.org/Events/WASTECON.aspx)

**Aug. 25-27 American Association of Motor Vehicle Administrators Annual International Conference**  
Iowa Events Center,  
Des Moines, Iowa  
[www.aamva.org](http://www.aamva.org)

**Aug. 26-29 International Association of Fire Chiefs Annual Conference & Expo (FRI 2015)**  
Georgia World Congress Center,  
Atlanta, Ga.  
[www.iafc.org/micrositeFRIconf](http://www.iafc.org/micrositeFRIconf)

**Aug. 30-Sept. 2 APWA International Public Works Congress & Exposition**  
Phoenix Convention Center,  
Phoenix, Ariz.  
[www.apwa.net/congress](http://www.apwa.net/congress)

**Aug. 29-31 Florida Recreation & Park Association 2015 Therapeutic Institute**  
Hilton Orlando,  
Orlando, Fla.  
[www.frpa.org](http://www.frpa.org)

**Aug. 31-Sept. 3 Florida Recreation & Park Association 2015 Annual Conference**  
Hilton Orlando,  
Orlando, Fla.  
[www.frpa.org](http://www.frpa.org)

## SEPTEMBER

**Sept. 15-17 National Recreation & Parks Association Annual Conference**  
Mandalay Bay, Las Vegas, Nev.  
[www.nrpa.org/Conference2015/About](http://www.nrpa.org/Conference2015/About)

**Sept. 15-17 North American NGV Conference & Expo**  
Colorado Convention Center,  
Denver, Colo.  
[www.ngvglobal.org/events](http://www.ngvglobal.org/events)

**Sept. 15-19 EMS World Expo & World Trauma Symposium**  
Las Vegas Convention Center,  
Las Vegas, Nev.  
[emsworldexpo.com](http://emsworldexpo.com)

**Sept. 16-18 Michigan Municipal League 2015 Convention**  
Downtown Traverse City,  
Mich. — several locations  
[www.mml.org/home.html](http://www.mml.org/home.html)

**Sept. 17-19 Illinois Municipal League 102nd Conference**  
Hilton Chicago Hotel, Chicago, Ill.  
[conference.impl.org](http://conference.impl.org)

**Sept. 20-23 Missouri Municipal League Annual Conference**  
Sheraton Kansas City Hotel at Crown Center, Kansas City, Mo.  
[www.mocities.com](http://www.mocities.com)

**Sept. 21-25 Fire Department Safety Officers Association Annual Safety Forum**  
The B Hotel, Fort Lauderdale, Fla.  
[www.fdsaoa.org](http://www.fdsaoa.org)

**Sept. 23-24 Midwest Green Fleets Forum & Expo**  
Greater Columbus Convention Center, Columbus, Ohio  
[www.cleanfuelsohio.org/midwest-green-fleets-forum-expo](http://www.cleanfuelsohio.org/midwest-green-fleets-forum-expo)

**Sept. 23-25 Iowa League of Cities Annual Conference**  
Cedar Rapids Convention Complex,  
Cedar Rapids, Iowa  
[www.iowaleague.org](http://www.iowaleague.org)

**Sept. 26-30 Water Environment Federation Annual Technical Exhibition & Conference**  
McCormick Place, Chicago, Ill.  
[www.weftec.org](http://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](http://www.artba.org/news/training-events)

**Sept. 27-30 ICMA Annual Conference**  
Washington State Convention Center,  
Seattle, Wash.  
[icma.org/en/icma/events/conference](http://icma.org/en/icma/events/conference)

**Sept. 28-30 FIERO Fire Station Symposium**  
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**Sept. 29-Oct. 1 2015 Indiana Association of Cities & Towns Annual Conference & Exhibition**  
French Lick Resort, French Lick, Ind.  
[www.citiesandtowns.org](http://www.citiesandtowns.org)

**Sept. 29-Oct. 1 International Construction & Utility Equipment Exposition**  
Kentucky Exposition Center,  
Louisville, Ky.  
[www.icuee.com](http://www.icuee.com)

**Sept. 29-Oct. 2 Kentucky League of Cities Conference & Expo**  
Owensboro Convention Center,  
Owensboro, Ky.  
[www.klc.org](http://www.klc.org)

## OCTOBER

**Oct. 4-6 Virginia Municipal League 110th Annual Conference**  
Richmond Marriott, Richmond, Va.  
[www.vml.org/content/virginia-municipal-league-110th-annual-conference](http://www.vml.org/content/virginia-municipal-league-110th-annual-conference)

**Oct. 4-7 American Public Transportation Association Annual Meeting**  
Hilton San Francisco Union Square,  
San Francisco, Calif.  
[www.apta.com/mc](http://www.apta.com/mc)

**Oct. 6-7 Sustainable Cities Network Growing Sustainable Communities Conference**  
Grand River Center, Dubuque, Iowa  
[www.gscdubuque.com](http://www.gscdubuque.com)

## OCTOBER

**Oct. 9-10 Iowa Fire Service Instructors Conference**  
[www.iasfsi.org](http://www.iasfsi.org)

**Oct. 11-13 North Carolina League of Municipalities Annual Conference**  
Benton Convention Center,  
Winston-Salem, N.C.  
[www.nclm.org](http://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.npicconnection.org](http://www.npicconnection.org)

**Oct. 12-14 Sweeper Summit**  
Pointe Hilton Tapatio Cliffs Resort,  
Phoenix, Ariz.  
[www.sweepersummit.com](http://www.sweepersummit.com)

**Oct. 15-18 International Association of Emergency Medical Services Chiefs 2015 Leadership Summit**  
The Renaissance Dupont Circle Hotel,  
Washington, D.C.  
[iaemsc.org](http://iaemsc.org)

**Oct. 20-23 ISSA/InterClean North America**  
Las Vegas Convention Center,  
Las Vegas, Nev.  
[www.issa.com/trade-shows](http://www.issa.com/trade-shows)

**Oct. 20-23 Association of Metropolitan Planning Organizations Annual Conference**  
Westin Las Vegas, Las Vegas, Nev.  
[www.ampo.org](http://www.ampo.org)

**Oct. 21-23 Ohio Municipal League 64th Annual Conference**  
Renaissance Hotel, Columbus, Ohio  
[www.omloho.org](http://www.omloho.org)

**Oct. 21-23 GIE+ Expo**  
Kentucky Expo Center, Louisville, Ky.  
[gie-expo.com](http://gie-expo.com)

**Oct. 24-27 International Association of Chiefs of Police 2015 Conference**  
McCormick Place West, Chicago, Ill.  
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# Albany, Georgia



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There might not have been a more welcome sight in the city of Albany, Ga., in 1881 than the miracle Col. John Porter Fort produced.

With the young community, and in fact the entire county, languishing in an oppressive drought, Porter, a self-taught geologist, dedicated his personal resources to drilling a conveniently placed artesian well that would serve the people. Although he nearly gave up due to the inefficiency of the tools available to him, after 400 feet he finally reached the region's layer of blue marl and tapped it. On Aug. 4, 1881, he received word that water was flowing from the drill pipe at seven gallons per minute. Parched townspeople regarded the accomplishment as akin to Moses tapping his staff on the rock and making water flow. That flow continued for 19 years, with people coming both to drink and to marvel at its purity.

Other wells were drilled in quick succession. The reportedly curative properties of the water added to the community's drawing card, and it became known as the "Artesian City." Officials immortalized the slogan and the symbol of a well on its seal in 1887.

Most of the wells have since stopped flowing. Some have been covered up. But a few pipes and exposed well heads attest to the legacy of clear, fresh water that was first made convenient for personal and business uses by Porter.

"We have an abundance of fresh water here. There were even some springs down along the streams and creeks at the time, but it was a matter of bringing it to the people," said Tommy Gregors, executive director of the local Throateeska Heritage Center. Although a rebranding during the 1980s added another slogan, "The Good Life City," to Albany's marketing efforts, the ready water supply and its contribution to the development of the city remain on the flag that still flies today.

"We have a strong appreciation for his contribution and for where we come from as a community," Gregors said. "Both from an agriculture and municipal standpoint, water and the availability of water has always important in our community." ■



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# Aladtec

*workforce management solutions for public safety*



**A**LADTEC, LOCATED IN HUDSON, Wis., provides an Internet-based employee scheduling and workforce management system created specifically for the public safety sector: EMS, fire/rescue, police, dispatch and public works. It's a great tool for individual agencies or municipality-wide.

It all started in 2002. Leo Langlois and Dave Feyereisen had built custom e-commerce websites for several years when a local ambulance company from Ellsworth, Wis., asked for help to improve its employee scheduling process by moving it online.

Within a few months, the system was up and they named it EMS Manager. The benefits were impressive. Soon the two men were contacted by other companies asking for similar solutions. Between 2002 and 2005, word spread and Langlois and Feyereisen

talked to literally hundreds of EMS directors and fire chiefs. Almost every agency, however, seemed to have a different employee scheduling process. So they made periodic changes and added new customers, but it became clear that a more sophisticated and flexible solution was needed for the online software to be more successful. The two-man team started over and developed a much more capable platform that supported the wide variety of employee scheduling techniques used by EMS and fire departments.

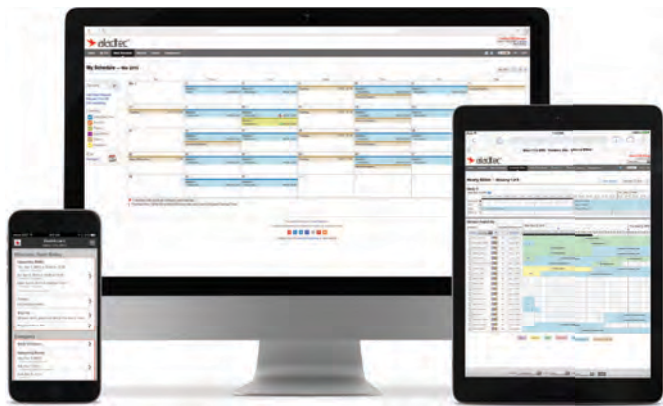
Ten years ago, in 2005, they spun the online scheduling system off into a new company called Aladtec Incorporated. Since then many new features have been added, along with many thousands of lines of new programming code. Eventually Fire Manager was added to the product line, and later Zanager. Last year, Aladtec Incorporated rebranded

*The choice of over 1,400 EMS, fire/rescue, police, dispatch, public works and municipalities is Aladtec's workforce management system. (Photo provided)*

and rolled all of the products into simply the name brand Aladtec.

Aladtec Inc. recognizes that, ideally, an online employee scheduling system would be available to every employee and manager, from anywhere. It would integrate seamlessly with a customizable member database, a customizable form system, document storage and a variety of time-saving communication tools. The system would let employees see their schedules, sign up for open shifts, track time off and trades and submit forms ... all in real-time. It would automate the mundane and error-prone portions of the workforce management process, and it would be affordable.





That's what Aladtec did with its online employee scheduling and workforce management system — creating the most ideal features and offering the greatest benefits possible for public safety workforce management needs. It's a subscription-based product that is fairly priced for all sizes of services, because it's based on the number of members using the system. It is suitable for both small volunteer services and large multi-location organizations and municipalities. Aladtec's pledge is to always provide an efficient and cost-effective solution to effectively manage employee scheduling and personnel data.

"As an organization, I estimate we're saving about 100 hours a month. Aladtec is really a one-stop shop. The online time-off and trade requests are amazing and very popular with the full-time staff. The mobile functionality makes it accessible to everyone all the time, which is perfect for our volunteer and part-time staff. The forms feature is great and we use it for many documents such as time cards, vehicle maintenance, daily checks, award nominations and more. The staff loves not having to use paper forms anymore. Aladtec is amazing, compounded by the genuinely great people working there," shared Landon Churchill, an engineer/EMT with Colorado River Fire Rescue, Rifle, Colo.

"Previously, we simply used an Excel spreadsheet. It was very time-consuming, and we had no paging or immediate contacting capabilities. Aladtec's paging feature is a huge plus. We also like the repeat rotation feature for advanced scheduling. Our officers know what the coverage is and what is needed months and months in advance, so they can determine if and when they need to request time off. We really like the fact that we can access the schedule remotely since Aladtec is an online system. And the crew can see who has what for shifts or detail assignments and request swaps from home or anywhere," explained Capt. Rob Browne of the Goffstown, N.H., Police Department.

Now, with over 1,400 customers and nearly 90,000 active Aladtec users, the company continues its commitment to make customers' work life easier and less stressful. The Aladtec team thanks all of their customers for their loyal support.

Ever since the company built the first online employee scheduling system back in 2002, the owners and staff at Aladtec have been amazed by the dedication and the sacrifices made by the employees within the public safety industry. They believe it's a true honor for Aladtec to be involved with all the good people of such a noble profession. ■

To learn more about Aladtec or to sign up for a free software trial, visit [www.aladtec.com](http://www.aladtec.com) or call (888) 749-5550. Information provided Aladtec Inc.



## The Aladtec System allows customers to:

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- Reduce errors, maintain accurate records and create any type of system data report
- Create, submit and store any type of customized form through Aladtec's "Form Configurator"
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**APWA commends introduction of six-year transportation reauthorization DRIVE Act**

*Washington, D.C.* — The American Public Works Association commended the bipartisan leadership of the Senate Environment and Public Works Committee, Chairman Jim Inhofe (R-OK) and Ranking Member Barbara Boxer (D-CA), who in June introduced a six-year transportation reauthorization bill. The legislation, titled the DRIVE Act — Developing a Reliable and Innovative Vision for the Economy — would reauthorize federal-aid highway and transit programs through fiscal year 2021 and proposes a 3 percent annual increase in funding levels over MAP-21, the Moving Ahead for Progress in the 21st Century Act, the previous transportation reauthorization bill.

The DRIVE Act is an authorizing bill and does not address how to fund the highway and transit programs. The Senate Finance Committee has jurisdiction over highway funding in the Senate.

**ATSSA receives roadway safety training grant**

*Fredericksburg, Va.* — The American Traffic Safety Services Association was awarded a four-year grant from the Federal Highway Administration to provide roadway safety training nationwide for workers and others who make their livelihood on America's roadways.

State and local governments, transportation agencies and other groups can take advantage of the work zone safety training to prevent and reduce work zone injuries and fatalities. Course materials were developed in strict adherence to National Highway Institute standards and have a training cost of \$25 per participant. The benefits of Work Zone Safety training include:

- High-quality education at only \$25 means more employees are able to get trained
- Employers are compliant with state or federal mandates and their employees are up to date on standards
- Confidence knowing employees have been trained to set up work zones correctly
- Free guidelines mean workers are equipped with accurate and current information that can be applied on the spot

Visit [www.atssa.com/WorkZoneSafetyGrant/RequestForm](http://www.atssa.com/WorkZoneSafetyGrant/RequestForm) for overviews about the Work Zone Safety Grant. If an organization or agency is interested in hosting courses, visit [www.atssa.com/WorkZoneSafetyGrant](http://www.atssa.com/WorkZoneSafetyGrant) to fill out a "Grant Request Form" or contact the ATSSA Training Department at [training@atssa.com](mailto:training@atssa.com) to set up a course.

**Twenty-five earn APWA public infrastructure inspector certification**

*Kansas City, Mo.* — The American Public Works Association announced in July that 24 public works professionals from across North America have recently earned the certified public infrastructure inspector credential. Since its inception, the APWA Certification ▶

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in Public Infrastructure Inspection program has credentialed a total of 252 U.S. and Canadian professionals with the CPII.

The purpose of the CPII credential is to promote quality infrastructure by advancing the knowledge and practice of construction inspection to benefit communities and public agencies. This APWA certification program is intended for individuals who inspect the construction of public infrastructure and facilities as well as other types of construction work and materials to ensure compliance with plans and specifications.


The new CPIIs hail from municipalities across the country. To view the list, visit [www.apwa.com](http://www.apwa.com).

#### NTEA welcomes new director of fleet relations

*Farmington Hills, Mich.* — The Association for the Work Truck Industry recently appointed Christopher Lyon as director of fleet relations. He will replace Bob Johnson, who officially retires Oct. 9 after more than 11 years of service to the association.

NTEA selected Lyon for this position based on his extensive industry knowledge and fleet experience. In 2001, he began his career with the Forest Preserve District of DuPage County. He earned his certified automotive fleet manager's designation from the NAFA Fleet Management Association in 2009. He then served on NAFA's Certification Board from 2010–13 and led its Curriculum Committee from 2013–15, and he holds a bachelor's degree in business administration from Elmhurst College.

Johnson's career includes more than 30 years of field experience in utility fleet and heavy equipment design.

Until his formal retirement, Johnson will oversee the transition and onboarding process to ensure the continuity and effectiveness of this position for the association. 

News releases regarding personnel changes, other non-product-related company changes, association news and awards are printed as space allows. Priority will be given to advertisers and affiliates. Releases not printed in the magazine can be found online at [www.themunicipal.com](http://www.themunicipal.com). Call (800) 733-4111, ext. 2392, or email [jmagallanes@the-papers.com](mailto:jmagallanes@the-papers.com).

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# M

## TOP METROPOLITAN STATISTICAL AREAS WHERE VIOLENT CRIME IS SOARING

### NATIONAL AVERAGE

14.3% decrease



### 7. Madera-Chowchilla, CA



### 6. San Luis Obispo-Paso Robles, CA

Murders per 100,000 in 2013

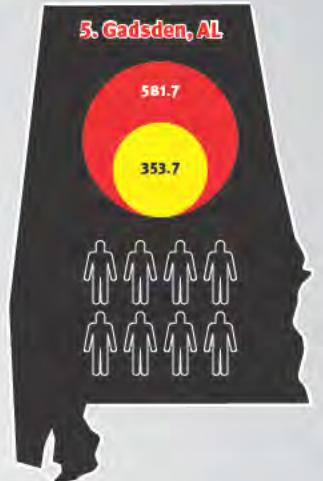
Violent crimes per 100,000 in 2009  
Violent crimes per 100,000 in 2013



### 2. Medford, OR



### 3. Columbus, IN



### 5. Gadsden, AL



### 1. Bismarck, ND

### 8. Crestview-Fort Walton Beach-Destin, FL



### 9. Sioux Falls, SD

According to John Roman, senior fellow at the Urban Institute, the relationship between crime and the economy is complex. In some areas, law enforcement's vigilance is being challenged by the return to a vibrant economy in the U.S. One dynamic at work is that in at least three cities in the U.S. — Columbus, Bismarck and Sioux Falls — the economy has grown greatly over the past year, causing people to be away from home more. That shift has allowed burglaries to happen more easily. Other factors that are contributing to a rise include shifting demographics in boom towns. In some instances, however, the type of crime in which departments are seeing increases is even more serious.

### The nine cities dealing with the largest increases in violent crime are:

1. Bismarck, N.D.
2. Medford, Ore.
3. Columbus, Ind.
4. Longview, Wash.
5. Gadsden, Ala.
6. San Luis Obispo-Paso Robles, Calif.
7. Madera-Chowchilla, Calif.
8. Crestview-Fort Walton Beach-Destin, Fla.
9. Sioux Falls, S.D.

Source: Thomas C. Frohlich and Alexander Kent, [247wallst.com](http://247wallst.com) 2/3/15  
[247wallst.com/special-report/2015/02/03/cities-where-crime-is-soaring](http://247wallst.com/special-report/2015/02/03/cities-where-crime-is-soaring)  
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guard,  
Elect.Start,  
Fuel Pump,  
16 Amp Alt.

356777-3034

**BRIGGS & STRATTON**

**\$449**  
List: \$734

20 hp Vert.  
1" x 3 5/32"  
Shaft, OHV,  
Electric Start,  
5/3 Amp Alt,  
Fuel Pump,  
CIS.

33M677-1594

**BRIGGS & STRATTON**

**\$199**  
List: \$269

9 Ft. Lbs.  
Torque, Hori-  
zontal 3/4"x2-  
5/16" Shaft,  
Intek IC OHV,  
Ball Bearing,  
Fuel Tank.

12S432-0036

**BRIGGS & STRATTON**

**\$1,225**  
List: \$1,757

23 hp Van-  
guard, Hori-  
zontal 1" x 2  
29/32" Shaft,  
Electric Start,  
FP, Oil Filter  
& Cooler, Key  
Switch.

386447-3079

**HONDA**  
ENGINES

**\$579**  
List: \$772

13 hp Horiz-  
ontal 1"x3-  
21/32" Keyed  
Shaft, OHV,  
CIS, LOS,  
Recoil Start,  
Red/White  
Color.

GX390QA

**HONDA**  
ENGINES

**\$309**  
List: \$522

6.5 hp Horiz.  
3/4"x2 5/16"  
Keyed Shaft,  
OHV, Recoil  
Start, Cast  
Iron Sleeve,  
Low Oil  
Shutdown

GX200QX

**Kawasaki**  
Engines

**\$899**  
List: \$2,175

26 hp Vertical  
1-1/8"x4-  
5/16" Shaft,  
Oil Filter,  
Electric Start,  
Fuel Pump,  
Water Cooled.

FD731V-BS07

**Kawasaki**  
Engines

**\$1,870**  
List: \$2,232

27 hp Horiz.  
1-1/8"x3-3/4  
Shaft, Twin  
Cylinder,  
Water Cooled,  
Electric Start,  
Fits Scag Turf  
Tiger.

FH721D-S01

**KOHLER**  
ENGINES

**\$1,970**  
List: \$3,398

28 hp Com-  
mand Horiz.  
1-7/16"x4-  
29/64" Shaft,  
Fuel Injected,  
OHV, ES,  
Right Muffler,  
Oil Cooler.

CH745-0004

**KOHLER**  
ENGINES

**\$579**  
List: \$948

18 hp Courage  
Vert.  
1" x 3 5/32"  
Shaft, OHV,  
ES, Oil Filter,  
15 Amp Al-  
ternator, Fuel  
Pump.

SV540-0222

**Robin**  
America

**\$499**  
List: \$878

14 hp Horiz.  
1"x3-21/32"  
Shaft OHC,  
Electric &  
Recoil Start,  
10 Amp Alt,  
Fuel Tank.

EX400D-SE5050

**SIMPSON**

**\$679**  
List: \$1,199

4000 PSI 3.3  
GPM, Indus-  
trial Commer-  
cial Triplex  
pump, 9HP  
Honda, OHV,  
LOS, Quick  
Tips.

PS4033R-FS

**smallenginewarehouse.com**

Prices listed do not include shipping, please call for accurate rate.

**800-321-6725**

501 W. Riggan | Muncie, IN | 47303

