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October 2015

## Parks & Recreation



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Making parks pet friendly

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for understaffed fire  
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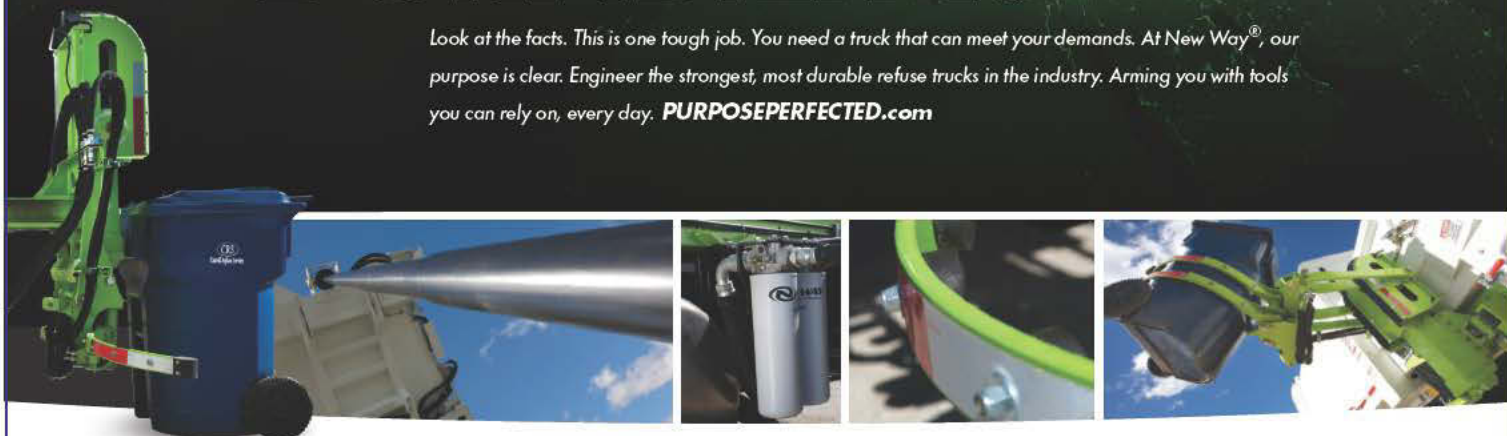
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#### On the Cover

If it's size and power that you need for snow removal operations, HLA Snow has you covered. But HLA Snow also offers box and angle blades and snow pushers for any equipment type, including smaller ones like skid loaders or wheel loaders that maneuver more easily around obstacles during snow removal operations. (Photo provided)





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# Departments



Hannibal, Mo., potter Steve Ayers moved to the area in the 1970s. Since then he has displayed his art in festivals throughout the Midwest. Together with Louisiana artist John Stoeckley he started the 50 Miles of Art festival, held every March and November. (Photo provided)

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# Of parks and firefighting



Jodi Magallanes | Editor

**F**ALL IS WELL UNDERWAY AND WINTER'S on the doorstep, so maybe now really is the best time for parks and recreation departments to reflect on what worked and what didn't this year, and to plot out how to bring those new ideas and underfunded dreams for next season a step closer to reality.

At the annual National Recreation and Parks Association conference last month they did just that — and so much more. The news, innovations and networking offered by the NRPA conference is always worth the trip, but this year — the organization's 50th anniversary blowout — made it even more so. Even more parks professionals attended, even more news and trends were discussed and attendees had the chance to be hands-on with even more new products


than usual. I'm happy for the residents of all the communities that attended, because bold new ideas are surely coming their way next year as a result of what attendees took home from the week of Sept. 13.

The Municipal also has some parks and recreation-related thoughts for you to mull over this month, including ways to make public parks and facilities and the rest of your city more dog friendly. Dog-owning residents are willing to spend both time and money on their companions: Recognizing that fact and catering to it stands to increase usership of installations and facilities, which translates into profit for private businesses and increased usership for parks and recreation. With the emphasis that exists today on providing data to make the case for parks department programming, maintenance and new construction, that data is money in the bank.

But we haven't forgotten that October is also fire prevention month. The Municipal is

pleased and honored to present in this issue the second of three installments from firefighter Dave Topczynski, who has taken the time to research, test and report on methods for rapid intervention that are specific to fire companies operating with less than a full rapid intervention team. That's a common situation today, so Topczynski's effort may be exactly what saves a member of your station in the not-so-distant future. We thank him for his work and for sharing it with The Municipal readers. Although it focuses on techniques used during fire response — not fire prevention — it's a back-at-the-firehouse discussion that should happen perhaps after you visit the local elementary school to give safety presentations.

A side note: It's only to be expected that fire prevention presentations to the public eventually begin to feel repetitive to fire service professionals. But every October there's a new crop of children, new immigrants and adults who for one reason or another didn't listen to the message before. Thanks for presenting it again and again. You just don't know until the worst happens who heard that message for the first time this year — and listened.

Have a safe October. 



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# Why not supplement a fleet with tractors?



**HLA Snow was created as part of the HLA Attachments line of products a little over 20 years ago. Working in dirt and other materials, HLA always knew that tractors and industrial equipment are very capable machines that people use all summer to dig, push and pull, but when the snow flies they became a one-trick pony — doing what they can with a single bucket. Equipment properly outfitted with that correct attachment can unleash unrealized potential and provide owners with true 12-month benefits. Snow management professionals and fleet managers should consider the advantages of supplementing four-season equipment in place of adding additional trucks to a fleet.**

Though time has proven their effectiveness, large, heavy frame trucks are engineered to pull or haul loads with low surface friction. A tractor can withstand a high amount of stress across the frame. When one pauses to consider the implements tractors drag and push through the ground, they closely mimic the stresses associated with plowing snow.

A solid fleet of truck plows can't be beat for clearing highways and major roadways: In subdivisions, however, they may not be the answer. With smaller properties and less room for parking, the effectiveness of a plow truck is greatly reduced, often leaving behind



**LEFT:** Six-foot wings on the HLA SnowWing series feature a removable top section, making it ideal for clearing under the fifth wheel pin on trailers or any other low-clearance areas. (Photo provided)

**RIGHT:** The SnowWing has a patented mechanical tire protection system to ensure that wings don't contact the tires. (Photo provided)

**BELOW:** Heavy-duty hydraulic rotary actuators ensure that wings stand up to the pressure associated with heavy plowing. (Photo provided)



large windrows of snow as it drives around parked cars.

Attachments in both agricultural and industrial applications have continued to evolve, often creating some very innovative units for specific applications. Many manufacturers engineer the same attachments for both sectors. A lot of times the only difference is the adaptor on the back of the attachment. Yet there seems to be a stigma that equipment and attachments developed for agricultural equipment are inferior to the equivalent industrial equipment.

With a large variety of available blades, fleet managers and operators have options to ensure that they get the right blade for their application. When working with any equipment type, configuration is key. It's important to ensure that equipment and blades are matched properly. Too large a blade and the equipment can be damaged. Too small a blade and that blade itself could be damaged. It's important to do some

research and determine what the maximum operating weight, horsepower and mounting options are and then determine what type of pushing needs to be done.

Most blades were designed for specific applications, such as a box blade or an angle blade. A box blade only allows the operator to push snow in the direction of travel, where as an angle blade deflects the snow and allows the driver to windrow. A good angle blade with wings combines the common function of a box blade and an angle blade, allowing the operator to adapt to the situation.

Available in 3000, 4000 and 5000 series models, there is a perfect pairing for the SnowWing and almost any piece of equipment. Landscape or general contractors can pair the 3200W with their compact skid loaders or wheel loaders. The 5206W is ideal for those wanting to get more out of their heavy equipment, with operating weights of 40,000 pounds.

As a seasoned veteran, the SnowWing is an angle blade with hydraulic end plates that rotate 180 degrees. What sets the HLA SnowWing apart from other blades with wings is its patented rotary actuator. It's strong enough to stand up to heavy loads and features a relief valve to protect the equipment and the operator from impact resulting from unexpected collisions.

Over the years more commercial companies in the private sector have experienced the benefits of agricultural tractors as part of their snow and ice management program. This led to the development of the six foot wings on HLA's 4206W/5206W models. These wings not only provide up to 12 feet of additional clearing but also feature removable top sections for clearing areas with low clearance heights.

Skilled operators have cleared 90 percent of the snow around a light standard simply by manipulating the wing, sweeping it around the base of a light standard in a single pass. The packed streets of today's urban routes would benefit from these advanced clearing practices, whether it's clearing snow in front of hydrants or from around parked cars.

Municipalities have begun to consider integrating tractors to reinforce their existing fleet. Solutions could include purchasing the blade outright and renting the tractor for a reasonable hourly rate. Fleet managers can use these reinforcements to supplement their existing fleets and manage their budgets by tracking how many hours they've been in use, and dispatching accordingly. As an annual program this solution provides always-new equipment that hasn't been worn down by time. As an added bonus the used equipment market is flooded with high-quality, low-hour equipment that can help keep struggling companies moving forward. ■

Information provided by HLA/Horst.





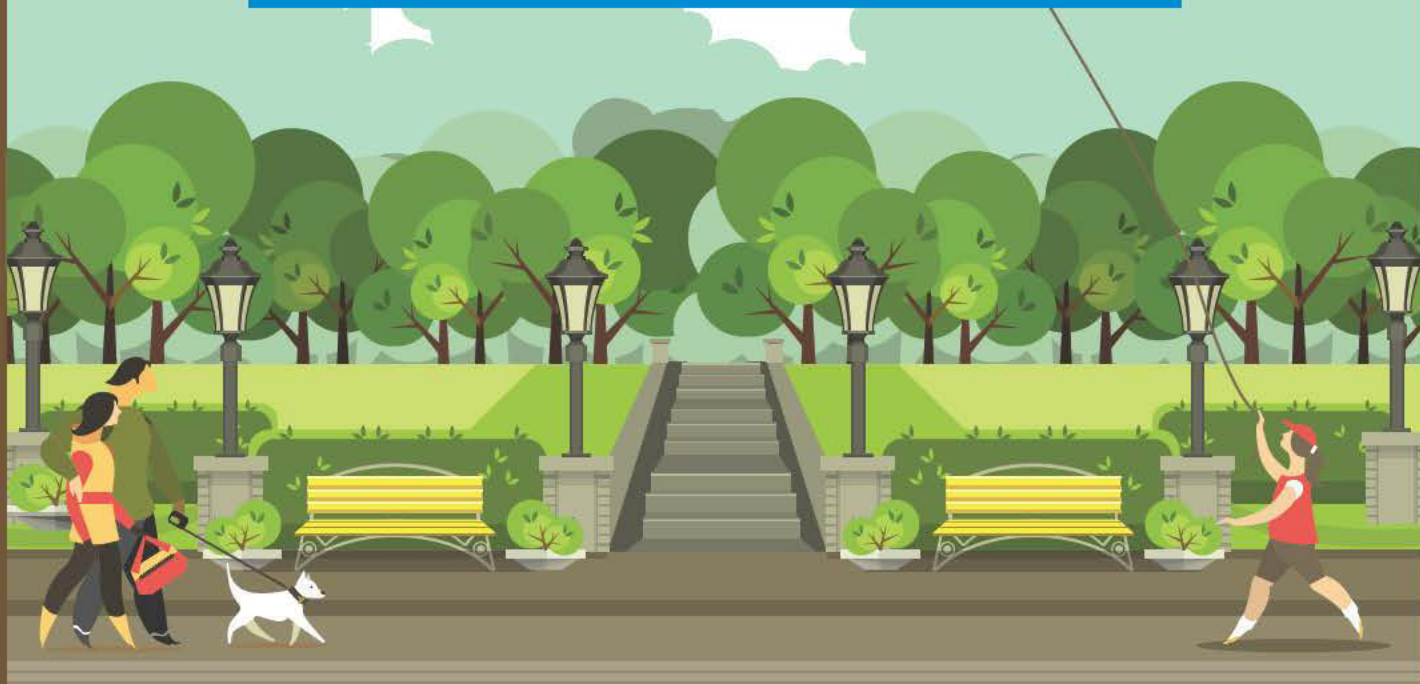
# Focus on:

# Parks & Recreation

**“Parks enhance the quality of life, improve public health and even improve public safety by providing places and activities for at-risk youth who otherwise might be engaged in criminal activity.”**

*Financing the Future: The Critical Role of Parks In Urban and Metropolitan Infrastructure*  
—William Fulton

Learn about one city's unique funding solution on page 32







A youngster makes her way up a rock wall in Mentor, Ohio, during one of several festivals that local parks and recreation professionals work to keep fresh and interesting every year for residents.

(Photo courtesy city of Mentor, Ohio)

Learn how on page 24

# 85.1

Percent of surveyed parks and recreation departments that conducted major, jurisdiction-wide special events in 2013.



***“Just like businesses, you have to market and promote to be successful.”  
‘Build it and they will come’ only works in the movies.”***

Find some marketing strategies for your parks on page 16

# 5X



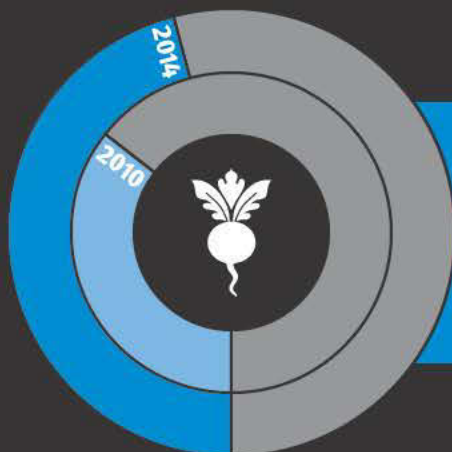
The likelihood of a child being a healthy weight if there is a park or playground within a half mile, compared to children without a nearby play space.

(As reported in *Parks & Recreation* magazine, August 2012)

# 345,000

The approximate number of recreation professionals in the U.S. in 2012.

Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2014-15 Edition, Recreation Workers*



# 46

Percent of surveyed parks and recreation departments that administered community gardens in 2014, compared to 35.8 percent in 2010.



### Did you know?

Among other innovations that municipal golf courses have employed to keep duffers on the course during extended spells of difficult weather, Wynstone Golf Club in North Barrington, Ill., near Chicago, coped with the lingering winter of 2014 by creating temporary greens over some parts of the courses and adding more as the weather warmed.

Glenview, Ill., limited damage by using plant protectants and breaking up the ice covering greens periodically.

Source: *Chicago Tribune*

Get the whole story on page 28





# Marketing strategies for municipal parks

By DENISE FEDEROW | The Municipal

**Municipal parks and recreation departments may be in the business of providing fun and relaxation resources for visitors, but doing so successfully means getting serious about the business of recreation. It means developing strategic marketing plans so that each city knows exactly who is using its resources and creating ways to bring in more users to increase revenues.**

In today's economy, when many municipal budgets are shrinking, parks departments have had to rely more on outside sources to fund programs and "specialty" parks — like skate parks or dog parks, for example — within their systems.

Because needs can differ significantly from one town to its next-door neighbor,

compiling data about your city's resources and what residents want should be a big part of that plan.

Lauren Hoffman, National Recreation and Park Association director of marketing and communications, shared some of the strategies being employed by members.

**ABOVE:** A patron enjoys FlowRider, a simulated surf machine at the Carmel Clay Parks and Recreation Department water park in Carmel, Ind. The machine is the first of its kind in the state, according to Marketing Director Lindsay Labas. (Photo provided)

"At the National Recreation and Park Association we have been seeing a noticeable shift among public park and recreation agencies to improve and update their marketing and communications strategies," Hoffman said. "Agencies now have increased responsibility to drive revenues and stay competitive — especially as many continue to rely less on taxes and city budgets. This means that marketing and communications functions have become critical to success and driving business objectives."





**ABOVE:** To improve your parks and recreation department's programming and outreach, make use of the popular social media platforms to solicit opinions from local residents. People love to let you know what it is they'd like, and when. (Shutterstock photo)

### Know your audience and tailor messages appropriately

This is among the strategies the NRPA is seeing.

"To market successfully, park and recreation agencies are doing more research and analysis to better understand their audiences. It is critical to know who it is you want to reach and with what information or messages will work best," Hoffman said.

Some agencies are delving deeper into the data they already have and are creating audience profiles to help them hone in on specific characteristics, behaviors and preferences. This type of customer profile is used in many businesses. Among other things, it gives insight to know how to appropriately communicate and through which methods.

**BELOW:** Successful municipal parks and recreation departments develop strategic marketing plans and document who is using the resources, while also developing ways — like this "log rolling" aquatic program in place in Carmel, Ind. — to bring in more users and increase revenues. (Photo provided)



Hoffman gave the example of an agency in Virginia that understands that the local senior population prefers to receive information through direct mail, so in order to reach that key audience, it continues to invest in direct mail pieces to successfully communicate. ►

***"Agencies now have increased responsibility to drive revenues and stay competitive — especially as many continue to rely less on taxes and city budgets."***



## Carmel Clay Parks and Recreation

The Carmel Clay Parks & Recreation Department in Carmel, Ind., has enjoyed the fruits of a successful marketing plan. According to Lindsay Labas, marketing director, part of that success has to do with the department's company culture and core values.

"Company culture is all the buzz in today's world. We see companies striving to have a culture like Google and Zappos, two companies that instill perks like being able to play a quick game of foosball or collaborating with coworkers in a non-cube setting. While the fun and games are always a unique plus to have and break up a day, it's really all about the people that make up your organization," she said.

One example of this company culture that she believes demonstrates the goal of empowering employees is the water park cabana reserved this summer as a staff hub. Employees can go out to the water park with their laptops or sit back and relax, imagine, dream, come up with new ideas or collaborate with one another.

Part of the reason for that perk is because the organization's mindset that every person in the organization is in marketing. Labas said she may be the marketing director, but "your front desk staff, your parks maintenance workers, your instructors/coaches, your programmers, every employee is a walking brand for your organization. This means that your marketing needs to be in sync at every level and position within the organization. Your employees must walk the walk and talk the talk of your brand — when communicating to guests, through your printed marketing pieces, your posts on social media, talking points for the public and media — they all need to be uniform."

As far as a marketing strategy and plan is concerned, one must be willing to invest the time to research, plan and implement; ►



invest in training for staff; and invest resources, even if it means hiring a consultant to assist with your marketing plan.

"My boss has always told me, 'Just like businesses, you have to market and promote to be successful. 'Build it and they will come' only works in the movies.'"

Just as Hoffman said, the first step is knowing your customers and your goals.

"While you may be working for your elected officials and park board members, they aren't necessarily your customers. Your customers are the ones who use your products and services on a regular basis," Labas pointed out. "Are they male or female? What is the radius of those coming to your facility and/or parks? What time frame do they attend your programs or participate in your services? What is the average household income of those participating? These are just some of the questions you should be asking yourself about your customers. The answers to these will help you in the next step of your plan. Keep in mind that you will most likely have multiple customers whom you target for the different products and services you are selling."

The Carmel Clay department does a lot of surveys and observations of who is using the facilities and during what time period. For example, Labas or another staff member may sit at one of the parks facilities for a few hours and make notes of who visits and when. Those notes might include the observations that five males visited a certain park daily between 5 a.m. and 6 a.m. to play basketball or that a group of moms with preschool children visited each Tuesday and Thursday between 10 a.m. and 11 a.m. They may also talk to those parks visitors and ask questions about how they can make their experience better.

Labas said that when it comes to parks and recreation departments everybody is a customer; but customers who use the water park are going to be different than those who use a nature park with hiking trails.

Carmel Clay also conducts a lot of surveys at the end of a program or a season and asks questions about how users heard of the program or facility, what they liked and what they didn't. People are usually very willing to give input, she noted.

"They want to feel important; like their voice matters."

She also suggested using social media to conduct contests in order to determine what the users want.

"The strategic marketing plan isn't a document that will stay the same. It will change as your customers change, as your wants in a customer change, as technology changes and as your overall plan changes. Be sure to revisit this document at the very least on a yearly basis. And don't be afraid to try new tactics to find out what works best for your customers," Laban added.

It has certainly worked for Carmel Clay, which owns and manages 541 acres of parkland, 21.7 miles of developed trails and 12 parks and four greenways. The agency has had increases in many areas, especially since 2013; including 9 percent growth in recreation programs, a 3 percent increase in monthly and annual Escape Pass memberships, a 28 percent increase in summer camp enrollment and 57,535 additional day pass visits to the Monon Community Center and the WaterPark.

Hoffman said that the agencies do realize they need to be competitive when it comes to marketing and communications. The association's online community NRPA Connect gives members a forum to share best practices and strategies for marketing and for brainstorming and collaborating with one another. She also said the organization's annual conference offers dedicated education sessions on marketing and public relations, and that those are some of the most well-attended sessions: perhaps for the reasoning shared by Labas.

"Marketing can be so powerful if done right." ■

## Embracing and applying digital technology methods

Although direct mail works for the seniors in that Virginia area, more and more park and recreation agencies are using email, blogging, mobile technologies and other electronic communication.

They're also using social media to communicate news and relevant information, reach out to new audiences and gain analytics to help measure their efforts. NRPA member agencies use multiple social media platforms — Facebook, Twitter, Instagram and YouTube — and are becoming more experienced in the use of each.

"Agencies are getting creative with content and visuals, as well as implementing contests and other engagement strategies that help them build a following and get their messages seen by a wider audience. They're also employing the advertising and targeting tools that social media platforms offer," Hoffman said.

Email marketing is a long-term strategy in which many departments are fluent, while mobile marketing, such as putting seasonal program guides on mobile-app type responsive platforms, is growing.

"Some agencies are even implementing mobile into the experience of visiting parks, with apps that provide guided tours, hiking trail maps, park finding features based on amenities offered and more," she added.

"Social media platforms have become invaluable to park and recreation professionals' marketing mix because of the affordability. Most platforms have no cost associated so that factor alone can make a difference for departments that are working with extremely limited budgets."

Hoffman noted that agencies are also making use of the advertising tools social media platforms provide, which might have been out of their reach before.

## Crowdfunding

Another interesting digital strategy being explored is crowdfunding, which is used by some agencies not only to raise funds to make up for budget gaps but also to raise awareness of and gain visibility for community projects or programs and generate local support online. "Fund Your Park" is the first park and recreation-specific crowdfunding platform, and it was launched by the NRPA.





***“Just like businesses, you have to market and promote to be successful. ‘Build it and they will come’ only works in the movies.”***



**ABOVE:** In order to substantiate requests for funding and to employ effective marketing campaigns, among the data that should be documented is who is currently using park facilities and programs, and when. (Shutterstock photo)

**BELOW:** The relaxing environment of municipal park features like parks and recreation agencies' increased responsibility to drive revenues and stay competitive. Marketing and communications functions are now critical to their business objectives. (Photo provided)

### **Build relationships with community influencers in new ways**

The operative term is “new ways,” as most park and recreation agencies have historically reached out to those in the community who would be willing to offer support. Hoffman said several NRPA member agencies are identifying new approaches to interacting with community influencers. Some have identified opportunities to work with local “mom” or “lifestyle” bloggers, who often write about parks and recreation and have huge social media followings.

“By working together and sharing content and information, agencies are finding they are able to reach specific audiences that may not be aware of the programs or services they offer,” she said.

Another example would be agencies that partner with local news outlets, from parent magazines to the weekly or daily news publications.

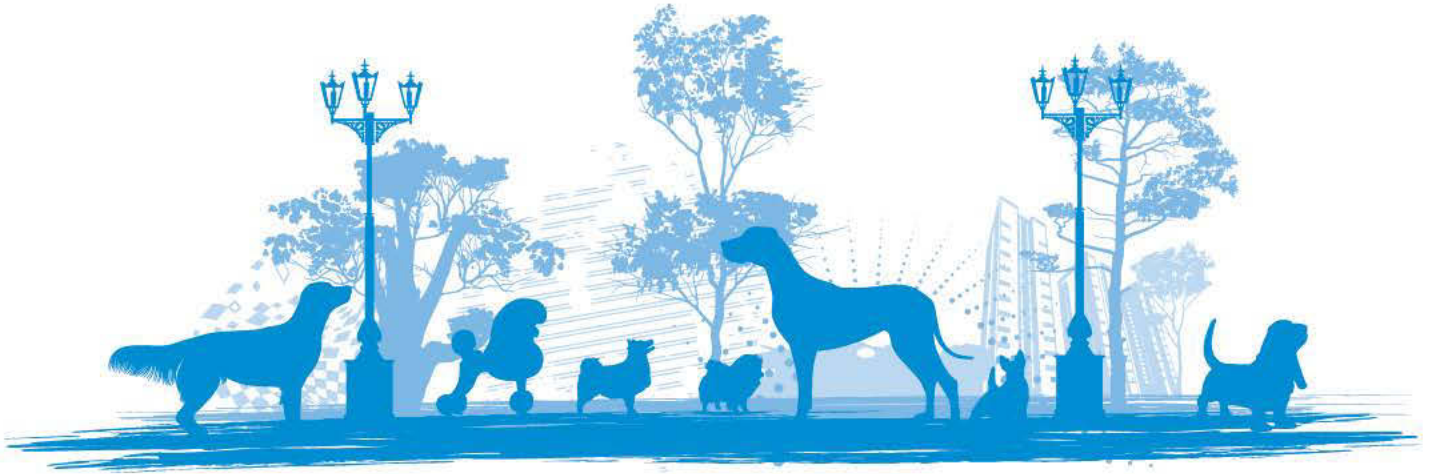
“Some agencies have a standing weekly or monthly column that they submit to their local news publication. This gives them an opportunity to talk about certain programs, or to provide interesting information that the community needs to know, while helping the publication with its goal of having good articles and information for their readers,” Hoffman said.

One NRPA member agency works with a local parenting magazine by contributing a regular article to the magazine’s blog. Not only does the agency get to reach the audience it wants—local young parents—but the magazine cross-promotes the blog article on its social media platforms, which helps to populate its multiple content streams. Meanwhile, the park and recreation department gets even more exposure. ■





# Should your resources be going to the dogs?



By LAUREN CAGGIANO | The Municipal

**It's estimated that more than a one-third of Americans own dogs. With the popularity of man's best friend comes the need for municipalities to accommodate their needs. Knoxville, Tenn., and Carol Stream, Ill., are two cities that have gone the extra mile to make their facilities more dog friendly.**

Knoxville is perhaps most synonymous with being dog friendly. In 2011 the city was named the southeast's "DogTown USA" by Dog Fancy Magazine. According to a statement from the magazine, the city earned this distinction for several reasons:

"Not only can Knoxville boast many breed rescue groups, shelters and spay/neuter clinics, it is also on the cutting edge of veterinary and pet friendly practices. Home to one of the most prestigious veterinary programs in the

nation, the University of Tennessee's College of Veterinary Medicine is at the forefront of veterinary science and has created education classes for the public to ensure proper care for pets.

"Knoxville also hosts many pet friendly events such as Mardi Growl, Bark in the Park, Doggie Date Night and Yappy Hour. More and more of our restaurants welcome pets on their patios since a city ordinance was changed to allow dogs on restaurant patios in Knoxville."

In terms of government involvement, the ordinance was a game changer. Since 2010 the city has allowed restaurants with outside dining areas, such as patios, to provide for dog owners to bring their dogs with them to those areas. Dogs cannot be taken through the inside area of the restaurant but must be taken directly to the outside dining area. Restaurants must obtain a permit to allow dogs and must post rules governing dogs in



*Most communities have such a large number of dog owners that adopting dog-friendly legislation and going beyond the dog park in creating installations friendly to them stands to increase use of those spaces. (Shutterstock photos)*

their place of business. The permit, which has a \$20 application fee and does not have to be renewed, pertains only to pet dogs, not to service animals.

In addition to dog-friendly legislation, the city has invested significantly in its recreational assets. Case in point: Knoxville Parks and Recreation offers more than 45 miles of greenways and more than 80 parks for patrons to enjoy with their canine companions. ►

***"It allows people to go further with their dog instead of going around the block everyday."***





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Carolyn Mondlock, marketing communications coordinator with Carol Stream Park District, said there's no magic recipe for success when it comes to making facilities dog friendly. It's actually fairly simple. In her words, "Dogs are pretty easy to please."

However, her agency, which serves about 40,000 people in Chicago's west suburbs, has made efforts to enhance facilities for dogs and their owners. For example, Mondlock said there are quite a few ponds in the area with walking paths along the perimeter that get heavy use. There are more benches along the paths, which provide respite for both dog and owner. It's also a common sight to see people jogging or biking with dogs in the warmer months. Mondlock said these facilities benefit people and animals alike in terms of exercise and variety.

"It allows people to go further with their dog instead of going around the block everyday," she said.

In addition to the public facilities, Mondlock added that the agency's sponsorship of dog-friendly events has been a point of difference. However, it's programming wasn't always so robust. At first, dog-focused programs were limited to the occasional dog obedience class. But it became clear that dog owners are some of the most frequent users of the town's park and trail systems, so it was necessary to better serve their needs.

To that end, the district introduced the CSBarks Dog Festival, a free event in September that brings together the local canine community for activities like dog agility, dog Olympics contests and fashion shows. Over the past six years, as many as 2,000 dogs have



**ABOVE:** Carol Stream, Ill.'s 20-acre off-leash dog park challenges canines with agility equipment that can help build happy, confident dogs while providing a great outlet for their energy. (Photo provided)

**LEFT:** Carol Stream installed additional benches along its biking and walking paths to provide respite for both two-legged and four-legged patrons. It's a common sight to see people jogging or biking with dogs in the warmer months. (Shutterstock photo)

flocked to the annual event, making it one of the largest free dog festivals in the region.

The dog festival was just the beginning. Its popularity has since led to the addition of several new dog-friendly programs, including dog Easter egg hunts, an outdoor movie screening with a dinner for dogs and a Halloween parade. The district also boasts a dog park, which features agility equipment and fake fire hydrants. ■

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# Festival freshen-ups

By CHRISTINE BEEMS | The Municipal

**What causes local festivals to go stale? Why do people stop coming to events that were once successful? How do events that were once alive and unique get so bland that they look like every other festival out there?**

Mentor, Ohio, home to nearly 50,000 “Mentorites,” has earned an outstanding reputation for producing highly successful community events; and Jill Korsok, recreation program manager for the city, knows something of the magic it takes for them to live on.

“Across our department we have about two very large events of 10,000–30,000 people, four large events of 1,000–9,999 people and six medium events of 200–999 people annually,” she said. In addition to her direct involvement with four of these festivals — one of which is the city’s signature event — Korsok manages general recreation and fitness classes, summer camps, swimming pools and her department’s marketing and social media outreach.

She recalled how an annual summer festival, “Better in Mentor,” was for 35 years coordinated by a community volunteer group with limited assistance from the city. It was last held in September of 2012.

“It was at that time our city administrators decided that they’d like to see the parks and recreation department begin a new, professionally organized festival; and Mentor CityFest was born,” she related.

Having completed the third annual CityFest, Korsok said keeping things fresh is the most challenging part of creating and managing special events, especially events that take place in the same community year after year. Over time, things tend to become generic with the same foods, rides, games and T-shirt vendors.

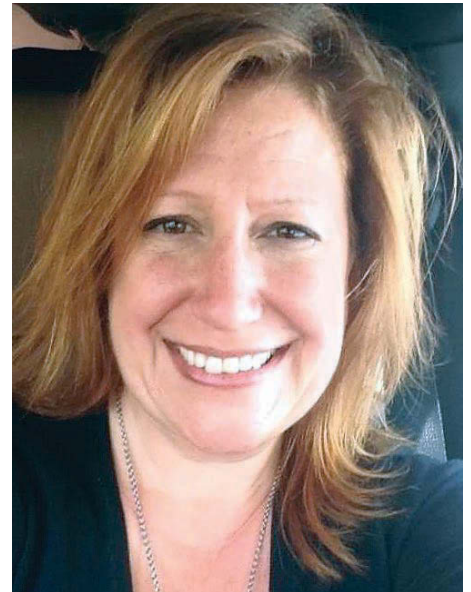
Korsok strongly advises event managers to constantly look at trends.

“For instance, the emergence of noncompetitive fun runs like the color runs, glow runs and mud runs, or the trend and interest in local sustainable foods or craft beers — find ways to incorporate those into your next event.”

To help keep her own thinking fresh, Korsok belongs to the Ohio Parks & Recreation Association, the National Parks & Recreation Association and also the International Festival and Events Association.

“Each of those organizations provides wonderful educational, networking and trend information I tap into regularly.

“It’s a fine line between giving people what they expect and honoring the traditions tied up in events versus adding new activities within an event to keep it fresh,” she elaborated. “If an event features the same thing every year, what’s the draw for guests to attend again? Special events face a lot of competition. We compete for the time, money and the attention of very busy Americans. We face competition from other events happening in our geographic area, from professional and youth sports, from decreased disposable income and even seasonal happenings like Christmas shopping or family summer vacations.” Other factors, like a decrease in perceived security or poor word-of-mouth from past participants can also drive down attendance and affect the success of any event, she added.



*Jill Dray Korsok, CPRP, recreation manager for the city of Mentor, Ohio, grew up in Mentor and graduated college with a degree in recreation administration. She lives in her hometown with her husband and three children.*

*“Mentor has an outstanding school system and I think most would say outstanding parks and recreation opportunities.”*  
(Photo provided by city of Mentor)

“Think of how many music festivals or arts and crafts fairs there are in the U.S. What makes one more attractive to attendees than another?” Korsok posed. “The ones that survive and grow offer their guests new experiences. They provide a welcoming, interesting and memorable atmosphere. When people know they can expect that, they are more likely to return.”

New to this year’s CityFest, held Aug. 28–29 and made possible in part by an event



**RIGHT:** *The Headlands BeachFest is an example of a perennially successful Mentor event. Held in July, this year the “ultimate beach party” featured a steel drum band, beachwear style show, food trucks, nature tours, arts-and-crafts vendors, acrobatic performers, a mechanical shark ride, dune hikes, fire dancers, kayak and paddle board rentals, dance contests on the beach and kite flying. (Photo provided by city of Mentor)*



**BELOW:** *In Mentor, Ohio, among the two dozen CityFest food vendors who kept the event culinarily fresh this year were purveyors of custard and ice cream, pepperoni bread, steak burgers, gyros, Greek salad, gator on a stick, pork tenderloin, blooming onions, pierogies, bison brats, elk burgers and smoked beans. (Photo provided by city of Mentor)*



sponsor, is a cavalcade of frivolity featuring a Color Dash and Walk. This untimed 2.2-mile run-stroll-jog-walk starts with all participants wearing white T-shirts and, at various intervals along the way to the finish line, being adorned with sprinkles of nontoxic, biodegradable cornstarch coloring, decorating each participant with pixie-dust layers of blue, green, yellow, orange and pink.

Ongoing festival activities this year included lots of live, mixed-genre music; giant inflatables; strolling entertainers; LED

***“The ones that survive and grow offer their guests new experiences. They provide a welcoming, interesting and memorable atmosphere.”***

light dancers; family-friendly midway games run by local nonprofit organizations; beer and wine gardens with scheduled wine tastings; traditional fair foods; plus the biggest parade in Lake County. CityFest includes a night of spectacular fireworks and the chance to visit with more than 60 hometown businesses in The Main Street Tent.

Korsok emphasized that the success of very large events, such as CityFest, is built with a minimum of 10 to 12 months of meticulous coordination, detailed planning and continual teamwork.

“I’m fortunate to work with an amazing group of professionals who value creating quality programs and events. Having a team of like-minded people who understand the goals and objectives is so important. Every one of our staff members has a role to play, and each role is integral in the success of the event.”

Another technique is critical as well.

“Look at what interests are of the demographic attending the event and then get creative. Look at what kind of an atmosphere could be created to attract your target market. Analyze and evaluate how your team can provide the best service and services to your guests while they are at an event.”

She said some of her responsibilities today match up with her degree from Bowling Green State University in Recreation Administration, but “I don’t think the production of really large events was part of scope of most municipal recreation departments until the mid-90s. Not to say they didn’t exist — some departments have been assisting and

providing support for events for a very long time. But I think we’ve been seeing an increase in the number of really large events produced in-house by parks and recreation organizations for the last decade, and I don’t see that slowing down any time soon.

“One thing to keep in mind is that events managed by municipalities come in all shapes and sizes,” Korsok continued. “From festivals to sports tournaments to historical events, there’s never a one-size-fits-all because every event is different and success is measured by different criteria for different events.”

For some events, success means having a larger attendance than the previous year or having more vendors on site. For other events the goal may be to generate revenue or gain new sponsorship.

In certain instances, the purpose may be just to create something that brings people together and generates a sense of community.

“We define our goals and objectives for each event beforehand so that we can evaluate based on our measures whether or not the event was successful,” she said.

“What will guests see, what will they discover, what might ‘oohh’ and ‘aahh’ attendees when they walk in the door? What do you want them to tell their friends about the event when it’s over?” Korsok encourages event managers to spend time imaging what the event will look like from a guest’s perspective. It is redundantly asking questions like this that has in just three years made CityFest the biggest two-day event in Northeast Ohio, she noted. ►





A master sand sculpting competition, held during Mentor's BeachFest at Headlands Beach State Park, highlights the artisan style of this lakefront event. Beach Fest showcases the work of celebrated artists and gives children and families a chance to sculpt some sandy fun. (Photo provided by city of Mentor)

**"From festivals to sports tournaments to historical events, there's never a one-size-fits-all."**

"I don't know that it's magic, but my No. 1 recommendation is to talk with your attendees and stay in touch with the people whom you want to attend your event. Observe what attendees are doing at your event. Are they walking in and walking right back out or are they engaged and participating? Get their feedback formally or informally, over a cup of coffee or whatever you have to do to see what they think."

She cautioned, however, that sometimes what attendees have to say is not what event managers want to hear. Nevertheless, their honest feedback will help create an event that meets the needs of its attendees.

Find out what they want and then find a way to deliver it. Make attendees feel welcomed and important before they arrive, while they are on site and even after the event. Let them know: "Hey, we want you to attend this great event we are planning and we want you to have a great time while you're there. We want your feedback on what you liked and what we could do better so you'll come back again next year!"

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# Budgeting for weather

## *How municipal golf courses fare*

By **BARB SIEMINSKI** | The Municipal

*Along with the occasional winter weather event, sweltering summer temperatures will also chase golfers off the Augusta Municipal Golf Course in Georgia. Head golf professional Andrew Spencer said the course runs special rates at those times to stem the financial loss. (Photo provided)*

**A**CCORDING TO GREG BARNES, assistant superintendent of Wilmington Municipal Golf Course, there have been several instances over the decades of that region in North Carolina being affected by bouts of snow, ice and flooding due to heavy rainfall.

"But we have hard-core golfers who have quite frequently begun to play in the rain, and I'm not talking about a drizzle," said Barnes.

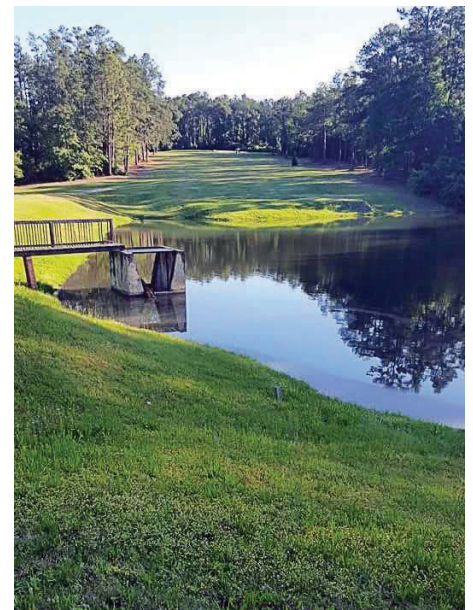
"Also, in this region, after a tropical storm — or God forbid, a hurricane — they'll show up, look at the damage and ask, 'How long do you think it will be before we can get back out?'"

Municipal golf course professionals and managers of Midwestern and northeastern states might envy their southern and eastern

counterparts, because the latter are subject to fewer unwanted gifts from Mother Nature. However, those "lucky" links have their own weather woes, which arrive in the form of tropical cyclones, hurricanes, ultra-strong winds and, once in a while, a cold front that these "tropical" courses are ill-prepared to tough out.

Any of those disasters take a huge bite out of municipal pockets by shutting down courses, while the superintendents chew through pencils trying to find money in the budgets to get them open again.

In 2014 Chicago municipal golf courses slogged through heavy snow and ice and a nippy spring, all of which turned the area brown and made it difficult to keep the greens playable. The North Shore Country Club in Glenview, Ill., managed to limit damage by





**LEFT:** When extreme weather hits the Brown Deer Municipal Golf Course in Milwaukee, Wis., the municipal course is fortunate to have the assistance of a forestry department that will lend a hand to cleaning up the greens and fairways. (Photo provided)

**RIGHT & BELOW:** The Augusta, Ga., Municipal Golf Course sustained damage during an ice storm in February 2014. The city hired outside personnel to help rehabilitate the course afterward. (Photo provided)

using plant protectants and removing snow and breaking up ice in February.

Some courses are more severely damaged by ice encasement, which limits oxygen to the turf, and toxic gases build up, killing the grass.

In Minnesota, municipal golf courses can be devastated by a rainy weekend. A month of rains can deter putters who were debating a membership to a golf course.

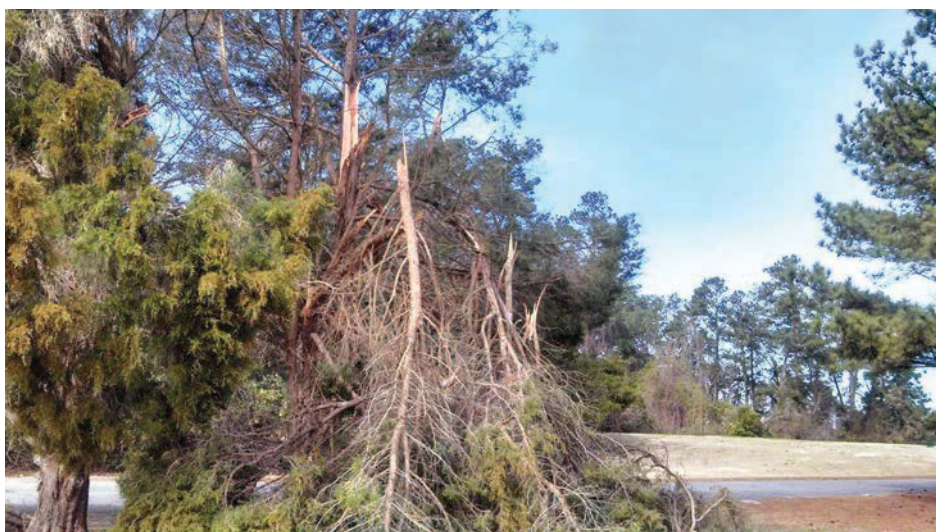
Bryan Luedtke, Professional Golfers' Association of America head golf professional and recreation supervisor at Bunker Links Municipal Golf in Galesburg, Ill., noted some of the steps his course takes when it runs into bad weather.

"We send part-time golf shop staff home early, which costs us about \$175 per day. We also cancel orders of golf shop merchandise, such as balls, gloves, accessories, golf shirts and other apparel, depending on how bad the spring is," he said. "This can run approximately \$1,000-\$3,000. We may also reduce chemical applications on the course, which could run \$5,000-\$10,000.

"Part-time maintenance staff would be sent home early, at a rate of \$320 per day. But our 'Golf & Cart' specials would help with volume and hopefully create \$1,500 per day in additional revenue."

Chet Hendrickson, PGA golf services manager of Brown Deer Golf Course in Milwaukee, Wis., was fortunate: After a bad weather event did damage at Brown Deer, he did not have to hire outside personnel to restore the links to playable condition.

"We have a forestry department, on top of our golf course



***"After a tropical storm—or God forbid, a hurricane—they'll show up, look at the damage and ask, 'How long do you think it will be before we can get back out?'"***

crew, to restore any damage." Hendrickson added that every year, "at least one of our courses will be closed for a day or two while drying out after heavy rains. As for a guess-timate of cost, it really depends on the course, day of the week and time of year. Worst case scenario: A one-day course closure could cost in excess of \$10,000 at some of the bigger courses. Add another \$2,000-\$3,000 for concessions.

"Often the courses will reopen without the option of

motor carts due to soft turf, and late in the fall we will shut down if temperatures get too chilly."

But then again, diehard golfers come out in the rain anyway.

"All the time. We have found that if there is no snow on the ground and it's in the 30s without any wind, we'll get 50-100 golfers to show up at a couple of our courses," said Henderson.

Andrew Spencer, head golf professional at Augusta Municipal Golf Course in Georgia, noted his biggest weather headache budget-wise was the ice storms from two years ago. ▶







***“At least one of our courses will be closed for a day or two while drying out after heavy rains.”***

“The city hired outside personnel for us during that ice storm,” said Spencer. “We also lost a lot of playing time during the 100-plus degree heat waves (that year) — usually between the hours of 1-3:30 p.m.

“We run special golf rates during those sweltering hours to try to draw them to the golf

course, but from my experience, it’s usually pretty dead around that time. We probably lose \$200-\$300 during those peak hours.”

David Donovan III, PGA head professional and course manager of Wilmington Municipal Golf Course in North Carolina, budgets for revenue based on historical trends.

Budgeting, for many municipal golf courses, is based on historical trends. When major weather events or disasters impede play, the rainy day fund may have to be tapped unless other provisions have been made. This municipal course in Wilmington, N.C., flooded earlier this year. (Photo provided)

“If we have storms or whatever weather calamity that forces us to close the course, we just go by what has been done in the past.” He added that he does not allot a specific part of the budget for weather-related closures.

Although golfers at the Henderson Municipal Golf Course in Kentucky enjoy year-round playing, they were surprised last winter by a snowfall that closed the course for four days, according to Todd Norman, general manager.

“We lost maybe \$100 for those four days, but we also don’t do a whole lot of anything during the winter,” admitted Norman. ■



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# Finding funds for parks and recreation

## *How one city overcame the dilemma*

By CHELSEA LOS | The Municipal

**Following the 2008 economic downturn, America's parks faced a funding crisis. Although the economy has bounced back and consumers are spending a bit more freely, parks haven't seen the light at the end of this particular tunnel yet.**

Columbia, Mo., has taken an interesting approach to finding a solution for park funding. One roundtable discussion that took place there presented the needs for parks and recreation zones: including community involvement, increasing the quality of life, and improving public health and safety. Speaking with experts in the field, officials there examine the different options for funding such zones and the positive and negative results from these methods.

In 2012, William Fulton published the results from a discussion with various mayors,

parks directors, public health officials and a real estate investment expert.

Titled "Financing the Future: The Critical Role of Parks in Urban and Metropolitan Infrastructure," the report addressed the need for parks and documented the struggles that have come into play as of late.

"Traditionally parks have been provided to the public for free — though recreation programs have often charged a nominal fee — on the theory that in crowded cities parks enhance the quality of life, improve public health and even improve public safety by providing places and activities for at-risk

youth who otherwise might be engaged in criminal activity," it said.

Historically, the money to repair and restore parks has come from taxpayers. Public services such as police enforcement, EMS, fire and parks all get a chunk. In recent years, parks have come out on the losing end of the funding battle, leading to less and less money for repairs and more money going towards fire and police services. According to the Center on Budget and Policy Priorities, about 35 percent of state taxes go toward public services, and that percentage is still split between parks and recreation, fire and police and several other miscellaneous forms of assistance.

National Recreation and Park Association Vice President of Marketing, Communications and Publications Gina Mullins-Cohen feels the importance of parks is a growing trend.





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*Pictured is one of the many playgrounds in Columbia, Mo., that could be affected by the additional money collected from a one-eighth cent local tax instituted specifically to fund parks and recreation needs. The project focuses on fixing up parks that have already been established in the community along with adding new ones. (Photo provided)*

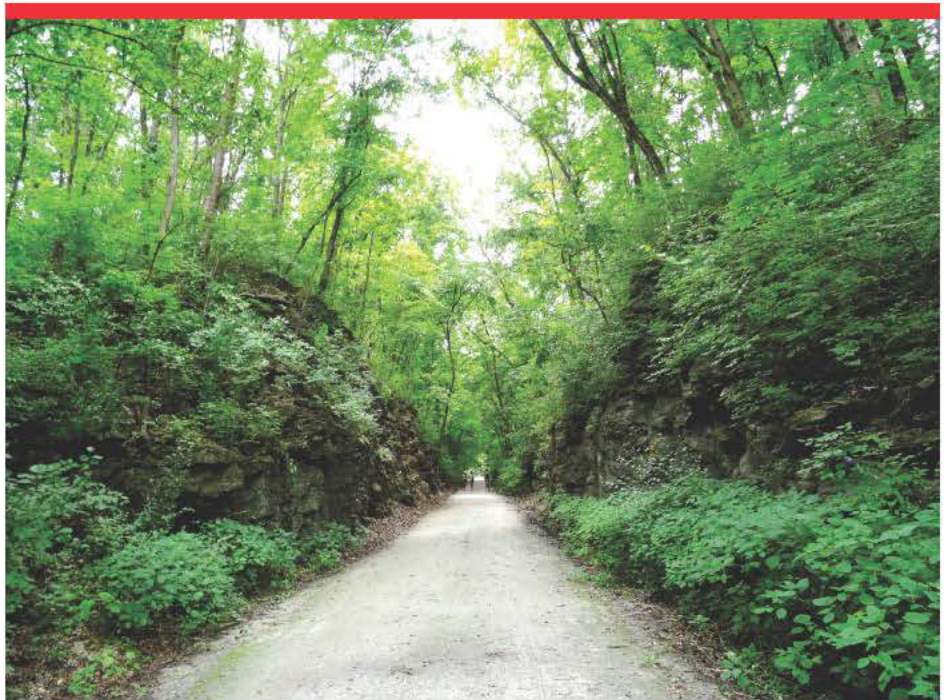
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“Park funding is extremely important to the public,” said Cohen, adding, “An ongoing study by the Trust for Public Land shows that over the past decade, voter approval rates for bond measures to acquire parks and conserve open space exceeds 75 percent. It is (indisputable) that the majority of the public values parks and recreation facilities and considers their contribution to the betterment of life as a priority.” That concurs with what Fulton wrote: “With eight in 10 Americans making their home in metropolitan areas, urban parks are more than ever a critical part of American life and urban infrastructure.”

Columbia has seen some amazing results with a gamble that it took. In 2000, the city added a one-eighth sales tax to ease the stress of paying for public parks. The state already had a one-eighth cents tax rate allocated to city parks and recreation, but the city added the initiative for an additional sales tax when officials realized the value the public was placing on funding parks in the area. In late June the sales tax bill went up for renewal after being policy for five additional years. During those five years the city raised about \$15 million for its parks, according to Deputy City Manager Tony St. Romaine. ►

***“With eight in 10 Americans making their home in metropolitan areas, urban parks are more than ever a critical part of American life and urban infrastructure.”***



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**LEFT:** *Columbia, Mo., knew it needed more money than what was available to renovate local parks and improve programming. It turns out that Columbia residents felt that the improvements were a priority and were willing to pay for them via the small tax. (Photo provided)*

**ABOVE:** *The MKT Trail in Columbia, Mo., was also improved and extended with funds collected from a local parks and recreation sales tax. The tax was instituted in 2000 to improve parks facilities without taking money away from other local public services. As the city continues to survey the public, trails continue to rank high on the list of priorities for the community. (Photo provided)*





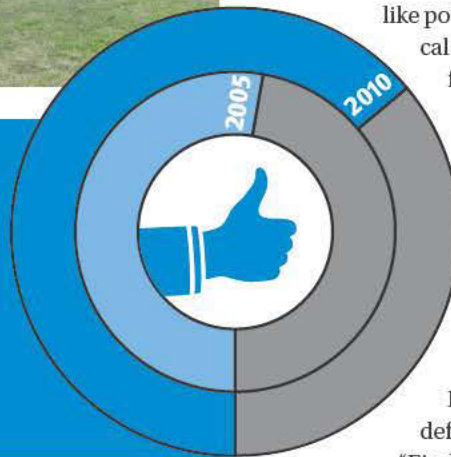
A city football field was resodded with Columbia, Mo.'s local parks and recreation sales tax. The five-year tax was reinstituted in 2005 and again in 2010 by popular vote, and is up for a six-year renewal in November. (Photo provided)

"Projects wouldn't have gotten built without it," Romaine said.

The initiative started after the city realized what a huge importance residents placed on community parks and recreation zones. In addition to struggling with the split funding situation, it had also been taking a hit on sales tax that can't be accounted for with the increase of Internet revenue. But Columbia takes part in a yearly survey of the public's needs and wants, keeping government officials in the know on public opinion.

In 2005, 53 percent of the public were for the additional one-eighth cent sales tax. That number jumped to 64 percent during the 2010 survey. Both surveys years are reflective of when the additional tax

"In 2005, 53 percent of the public were for the additional one-eighth cent sales tax. That number jumped to 64 percent during the 2010 survey."



initiative was up for renewal. In 2010, only one out of 67 precincts failed to vote "yes" to its renewal.

Romaine credits the success of the initiative to members of the public who have

helped spread the word. The parks and recreation team also formed a group of private individuals, not government employees or appointees, who work for several months out of the year to engage the public and speak on behalf of the initiative.

Romaine is supportive of the tax for several reasons. As he pointed out, keeping parks funding separate creates more room in the standard sales tax budget for services like police and fire or other critical areas. "We never take it for granted."

His team has also worked diligently to add to the budget by utilizing grants from state and federal agencies.

When weighing the option of a local parks and recreation tax, Romaine recommends deferring to the public.

"Find out what the priorities are, and then find a way to actually engage those groups," he said.

As long as Columbia's outreach shows a huge value on community recreation facilities, the city will continue to place the renewal on the ballot. ■

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*Nearing the end of her first term in the office, Findlay, Ohio, Mayor Lydia Mihalik has overseen enviable economic development in her city. During her next term she hopes to continue to oversee new partnerships that are in the works and facilitate a groundswell of community involvement in quality-of-life initiatives. (Photo provided)*

# Three for three

By AMY WENGER | The Municipal

**Lydia Mihalik is the mayor of Findlay, Ohio, population 41,512, just south of Toledo. The “flag city of the U.S.” is also a micropolitan community that’s in growth mode.**

**The Municipal:** Mayor Mihalik, please tell us a little bit about your upbringing in Indiana and how you ended up in Ohio.

**Mayor Mihalik:** I was born in Warsaw, Ind., at Kosciusko Community Hospital in 1979. My parents lived in Syracuse, Ind., at the time. I graduated from Wawasee High School in 1998 and then came to Findlay, where I studied political science and played for the women’s basketball team at the University of Findlay. I graduated from there in 2002 with a bachelor’s degree in political science.

**The Municipal:** Can you share your journey into the political realm? What were some of the career stepping stones that brought you to your current position?

**Mayor Mihalik:** During my time at the University of Findlay, I was fortunate to obtain an internship for the city of Findlay’s Development Department. Shortly before I graduated, I was offered a full-time position at the city. After about two years of employment, I was successful in obtaining a grant from the Ohio Department of Transportation for Transportation Enhancements for Findlay’s downtown in the amount of about \$250,000. This win apparently made me a grant expert, because shortly after that I was offered the position of grant administrator for the Hancock Regional





**ABOVE:** A strong commitment to flying the American flag led to the city's designation as "Flag City, U.S.A." in 1974. That moniker is often celebrated, including at an annual hot air balloon festival. (Photo courtesy of VisitFindlay.com: Hancock County Convention and Visitors Bureau)

**LEFT:** The financial health of Findlay, Ohio, has improved greatly over the last few years. Under Mayor Lydia Mihalik, the city has "put first things first": optimizing and improving the way it delivers public service and putting heavy focus on organization and infrastructure. (Photo courtesy of VisitFindlay.com: Hancock County Convention and Visitors Bureau)

Planning Commission—a position I held until I was sworn in as mayor in 2012.

All told I was responsible for generating more than \$19 million in grant awards for the Findlay/Hancock County region. The important part of this career milestone for me were the relationships I developed to get the projects done. Those relationships were vital to my bid for mayor in 2011.

**The Municipal: Why did you feel that it was important to run for mayor?**

**Mayor Mihalik:** I decided to throw my hat in the ring for the community CEO position because we were in a very fragile state, like most communities at that time. We were in need of new energy and leadership. This was my first chance at the election process as a candidate and it was a tough battle, but I won the primary in May 2010, and the general election in November 2010 with more than 70 percent of the vote. I am just now ending my last year of my first four-year term.

Much to my surprise I did not have a primary opponent this year, nor will I have a general election opponent in November. So it appears as though I will serve another four years beginning Jan. 1. I am perfectly happy as the mayor of Findlay and plan on being here as long as the community will have me.

I ran for mayor on a platform of commitment to progress toward a solution for our flooding problem, bringing much-needed growth to our economy and improving the way we deliver public service. I am proud to share that we have made outstanding progress on all three commitments. ►

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C. Our financial health has improved greatly in the last few years. We have gone from a \$4 million deficit to more than \$10 million in our unappropriated balance. We have "put first things first" by optimizing and improving the way we deliver public service, putting focus on our organization as well as the infrastructure we maintain. Our city is very strong.

#### **The Municipal: What remains to be addressed?**

**Mayor Mihalik:** Our workforce development issues are similar to most communities across the Midwest. Working with our workforce coalition, I hope to help lead an effort that provides for a sustainable and growing group of highly skilled and qualified individuals to help with the jobs of today and tomorrow. This task is monumental in scope and will take the entire community to complete. ■

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# Data-Driven Approaches to Crime and Traffic Safety

By JODI MAGALLANES | The Municipal

**Targeted response and deployment:** It means using the best resources and data to aid shift commanders' decision-making process. For the New Bern, N.C., Police Department, it also presented the opportunity to couple the department's community policing practices with reliable, evidence-based policing.





**ABOVE:** New Bern, N.C., school resource officer C.R. Hughes speaks with a citizen during the city's Mumfest event. New Bern adopted the DDACTS model this year and has formed partnerships to increase community participation in the crime reduction effort. (Photo provided)

**LEFT:** In 1992, a NIJ funded study in Kansas City, Mo., had patrol officers focus on gun detection through aggressive patrol and increased vehicle stops. The results were striking in that gun seizures increased by 65 percent with no displacement to other areas, drive-by shootings decreased by over 80 percent with no displacement, homicides were reduced and residents in the target area became less fearful of crime and more positive about their neighborhood. (Shutterstock photo)

**T**HE DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC Safety operational model, according to DDACTS Operational Guidelines, is supported by a partnership between the Department of Transportation's National Highway Traffic Safety Administration and two agencies in the Department of Justice: the Bureau of Justice Assistance and the National Institute of Justice. By integrating location-based traffic crash, crime and calls for service and enforcement activity, law enforcement departments throughout the country gain information that enables them to identify and staff the most dangerous intersections, high-crime locations, zones of increased DUI incidents and more. The usual response is high-visibility, strategic presence in specific, identified areas. This activity, strategically planned and executed, achieves the goal of reducing social harm in communities.

DDACTS builds on more than 35 years of research illustrating the residual crime control and traffic safety benefits that result from data-driven, strategically directed traffic enforcement. One of the key elements of the DDACTS model is the nexus, or relationship, that exists between the incidences of crime and traffic crashes. In other words, the application of highly visible traffic enforcement is a proven and effective strategy that addresses both crime and crashes whether they occur simultaneously or independently in time and/or location.

The relevancy of the data, obtained via temporal and spatial analysis, has drawn numerous towns and other cities to implement the model in the last few years. ►



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Detective Marquie Morrison-Brown speaks to kids during a National Night Out Event in Trent Court, New Bern. (Photo provided)

**The International Association of Directors of Law Enforcement** provides project management and workshop information for DDACTS. The NHTSA, Bureau of Justice Assistance and National Institute of Justice collaborate to promote and support the DDACTS model.

Time and pace based policing, "... as opposed to [traditional] person-based policing, is more efficient as a focus of law enforcement actions; provides a more stable target for law enforcement activities; has a stronger evidence base; and raises fewer ethical and legal problems." That opinion, from the document "Ideas in American Policing Number 9" by David Weisburd, has gained tremendous legitimacy over the last several years.

#### Actionable, relevant and impartial data

When the New Bern Police Department first learned about the principles of DDACTS, it was already modeling community policing philosophies that emphasized partnering with community members to solve problems within its jurisdiction.

"... We viewed this as an opportunity to combine evidenced based policing and community policing to address crime and social harm within areas of the city," said Intelligence Detective S.C. Brown.

New Bern fully implemented the DDACTS model a few months ago. The department believes the evidence-based data will assist in increasing personnel deployment during certain times and places that are unique to the city.

"DDACTS is not based on race, social or economic status or national statistics. We'll use the data to specifically target 'hot spots' where criminal activity and traffic incidents occur most, then focus on highly visible strategies to reduce those numbers," said Brown.

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### A starting point for long-term change


Implementation of the DDACTS model directs law enforcement professionals toward a more evidence-based approach to the deployment of personnel and resources. It usually does not require the hiring of additional personnel or the purchase of new equipment and can be supported by current staffing.

New Bern departmental staff and employees attended a DDACTS implementation workshop and a strategic analysis training course, both presented by the International Association of Directors of Law Enforcement Standards & Training organization, in advance of the model's deployment. In addition, more officers went to a one-day workshop last fall also hosted by IADLEST using funds received from the National Highway Traffic Safety Administration. They, too, learned how to implement the model and maximize its benefits. The crime analysis team participated in a two-day course to learn crime analysis and mapping techniques. ▶

*Lt. Mark Von Behren, New Bern, N.C., interacts with members of the North Hills community. Members of the public may be able to add data or other information relevant to the DDACTS model, promote the Initiative and can express their reaction to the increase in enforcement. This support encourages the use of DDACTS as a strategy to improve the quality of life in neighborhoods that suffer from high crash and crime rates. (Photo provided)*

The DDACTS website is [www.nhtsa.gov/ddacts](http://www.nhtsa.gov/ddacts). For additional information, contact the Governors Highway Safety Office at [www.ghsa.org/html/links/shsos.html](http://www.ghsa.org/html/links/shsos.html), or a regional NHTSA administrator at [www.nhtsa.gov/nhtsa/whatis/regions](http://www.nhtsa.gov/nhtsa/whatis/regions)






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The NHTSA, BJA, NIJ and their partners believe that several presumptions support the necessity for implementing DDACTS:

- Community-focused, place-based law enforcement will continue as an effective strategy for addressing current issues of social harm and safety concerns of citizens.
- Resources allocated for law enforcement activities are frequently not sufficient to keep pace with the demands placed on agencies to respond to calls for service and threats to public safety.
- Decreasing social harm and improving quality of life for communities continue to be primary missions of law enforcement agencies.
- The need for police executives to provide timely and accurate data to justify expenditures and deployment decisions will only increase as federal, state and local administrations, along with the public, continue to scrutinize the allocation of tax dollars.
- Technology will continue to improve the policies and practices of law enforcement. Existing and emerging technologies, such as smaller/faster computers, improved scanners and cameras, and the further application of information technology will greatly enhance the effectiveness of law enforcement practices.
- Law enforcement agencies will continue to collaborate and keep pace with other public and private service sectors that increasingly use information technology to assess needs, deploy resources and manage costs.

As law enforcement agencies implement DDACTS, information-sharing sessions with local partners and stakeholders are recommended to “reinforce the collective ownership.” Stakeholders may be able to add data or other information, promote the initiative and provide feedback on the community’s reaction to the increase in enforcement, for example. As the shortage of law enforcement resources continue to challenge police agencies, partners and stakeholders can support and encourage their police administration to explore DDACTS as a strategy to improve the “quality of life in communities that suffer from high crash and crime rates.” 

#### Additional resources:

[www.iadlest.org/Projects/DDACTS.aspx](http://www.iadlest.org/Projects/DDACTS.aspx); [www.nlearn.org](http://www.nlearn.org); [ddacts@iadlest.org](mailto:ddacts@iadlest.org); Facebook/DDACTS; and DDACTS on LinkedIn.



## Implementing the DDACTS Model

DDACTS relies on seven guiding principles, starting with building community partnerships to establish support for highly visible traffic enforcement and to aid in the development of strategic countermeasures. DDACTS is based on local data collection and analysis to identify crime, crashes and traffic-related “hot spots.” As law enforcement agencies employ DDACTS operational plans, routine information-sharing sessions with stakeholders reinforce the collective ownership of the initiative. Regular monitoring, evaluation and the analysis of outcomes provide data-driven feedback for adjustments to DDACTS operational plans. The DDACTS Operational Guidelines document outlines procedures and highlights operational considerations based on best practices in the field for each of the following seven guiding principles.

**1. Partners and Stakeholders Participation** — Partnerships among law enforcement agencies and with local stakeholders are essential and provide opportunities and support for decreasing social harm and improving the quality of life in a community.


**2. Data Collection** — Accurate and timely crash, crime, calls for service and enforcement-related data, including location, incident type, time of day and day of week are the building blocks of DDACTS. Additional data may include arrests, citations, warnings, motor vehicle stops, citizen complaints, field interviews and other non-traditional data, such as the location of parolees and probationers, individuals with suspended or revoked licenses and known offenders.

**3. Data Analysis** — The creation of actionable analysis products, including maps that overlay crash, crime and enforcement-related data allows agencies to identify problem locations, or hot spots. Additional analysis, through a number of proven evaluation techniques, can distinguish causation factors for each type of incident, delineate spatial and temporal factors, and consider environmental influences on crashes, crimes and other disorder or social harm.

**4. Strategic Operations** — Based on analysis, agencies are able to identify high activity hot spots, likely to include incidents of crashes, crimes and other calls for service. These hot spots can then be targeted with strategic, highly visible traffic and other enforcement efforts at the most appropriate places and times. As discussed in the previous paragraph, hot spot analysis guides the realignment of workflow and operational assignments to focus highly visible traffic enforcement efforts and increase the efficiency of reducing social harm.

**5. Information Sharing and Outreach** — Built into the model are opportunities to share comprehensive results and actionable information internally and externally; promote community participation; and document accomplishments. Regularly generated progress reports give management the documentation needed to keep officers informed, hold meetings with community members and report to government administrators and elected officials. Progress reports also provide the basis for ongoing media relations.

**6. Monitoring, Evaluation and Adjustments** — Data collection and analysis procedures allow supervisors to monitor, evaluate and adjust strategic operations and account for enforcement activity. They also provide an opportunity on a regular basis to assess crash and crime reduction, cost savings and other outcome measures that define success. The DDACTS model is place-based and thus needs to keep pace with ever changing data.

**7. Outcomes** — Goals and objectives that emerge during hot spot identification and strategic plan preparation are developed into outcome measures. These measures are used to assess effectiveness relating to reductions in crashes, crime, traffic violations; cost savings; the use of specific operational techniques and personnel deployment. The DDACTS model supports increased measurement of outcomes and decreased measurement of outputs in determining the effectiveness and efficiency of law enforcement operations. 

*Reprinted from the document, “DDACTS: Data-Driven Approaches to Crime and Traffic Safety — Operational Guidelines.”*



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## Rapid intervention for the understaffed company

### *Because failure is not an option*

By DAVE TOPCZYNSKI | Firefighter, Newport News, Va.

#### Part 2 of 3

##### **The size up**

Size ups are used to gather information before a mayday occurs, to help us stay ahead of the game. Conducting a good size up is critical for an understaffed rapid intervention team. Based on the size up, the RIT will choose which tools and equipment to stage and carry. Since a firefighter can only carry so much equipment, the understaffed RIT will be limited in the amount of tools it will be able to carry and stage. A good size up will help them select the tools that are most likely to be needed.

The size up also lets us get an idea for the building layout. How many floors are there in the front and rear? What type of construction is the building? What are the common fire spread and collapse concerns with the construction type? This information helps the

RIT predict where and what problems they might face and prepare to deal with them. A general layout can be determined so if a mayday is called in the kitchen, the RIT will have an idea of where the kitchen is located and can start their search there, saving time, energy and air.

During the size up consider where you can set up egress. Find ways to get into the building and out of the building on each side. Is anything blocking the opening? Can it be made larger if needed? What tools would be needed to make it larger?

Typically, a fully staffed RIT will split up and multitask when doing the size up. However, this isn't possible for a short-staffed RIT. They need to accomplish as many tasks as they can at once. One or two firefighters can easily

multitask by taking an extension ladder, the irons or a hook, a TIC and, if needed, a saw with them while doing the 360 walk around. Now the crew of one or two can place egress at the rear or on a side of the building, scan the building with the TIC to find possible areas of fire spread, turn off the gas service and other utilities, force and control heavily secured doors on the sides and rear, remove security bars or other obstructions and clear debris from around doors and windows to allow for escape and easier access later on.

Note that forcing and controlling doors does not mean leaving them wide open. It means that if you expect a door is strongly secured that you "soften" it up so if it's needed later during a mayday, it is much easier to force open with a shoulder or a shove.



**LEFT:** Usually understaffed departments don't have enough firefighters to form a second, replacement RIT right away when a firefighter goes down, so they should start searching as close as possible to their current location. The faster he is located, the more air supply the team will have to remove him. (Shutterstock photo)

**RIGHT:** Size up and look for the many things you may face as the rapid intervention team. Note the bars on the windows and the open garage door that needs to be secured before it closes on the interior crews. Pike poles or vise grips will be needed as soon as possible to secure the door in the open position. (Photo provided)



***“Use an acronym like LUNAR to determine what trouble the firefighter is in and to get an idea of what might be needed to affect the rescue.”***

### Right tools for the job

The size up lets the teams determine what tools will be needed if a mayday occurs. Some tools, like a set of irons, ground ladders, TIC, radios and RIT packs are always needed.

There seems to be a tendency to “overstock” the staging area with tools “just in case,” though. This practice may be okay when there are five or six RIT firefighters. Since two can gather tools while others are doing a size up. But when a RIT is understaffed this presents a problem. The longer the crew is at the street getting additional tools “just in case” and the more trips they make to and from the apparatus is time they are away from the fire and not paying attention to the scene and conditions.

There is only so much equipment that a person is able to carry into the building with him to make a rescue. Use the information collected during the size up to choose the tools that are most likely to be needed for that building and which ones to leave behind. Take saws for example. How many are really needed? What type of saw is really needed? Have you ever seen an RIT firefighter running back and forth to the apparatus with saws in both hands, while he leaves behind other critical tools like the search rope or hooks? If it's a residential fire, he probably would have been set if the first saw he grabbed was a K-12 or Partner saw that has a multipurpose blade on it, or a chainsaw. Does the RIT really need a chainsaw, vent saw, metal blade saw and concrete saw at a two-story house fire? The multi-purpose blade on a K-12 saw may not cut everything as quick as a dedicated wood or metal blade, but it does cut both metal and wood. A short-staffed RIT can stage the K-12 or Partner saw with a multipurpose blade that will cut a pad lock on the gate or window bars then turn a window into a door, and then go get other important tools like hooks or search ropes and still be prepared if a mayday is called. Don't forget about saw-zalls either. They are lightweight, battery-operated and work in smoke conditions. The saw-zall can greatly help an understaffed RIT get started if a mayday is called early on in the operation before all the tools are collected.

### Responding to a mayday

First, confirm the mayday. What is the emergency? What trouble are they in? What information does the IC have? Remember, a lost firefighter is someone who does not know where they are, but whom the RIT or IC has communication with and can give information and assist with a rescue. A missing firefighter is just that, a firefighter who's location and conditions are unknown.

Use an acronym like LUNAR to determine what trouble the firefighter is in and to get an idea of what might be needed to affect the rescue.

**L — Last known location.** Where do they last remember being, or where does the IC have them assigned as operating last? What's around them? Can they feel anything that identifies where they are? Is the floor tile or carpet? Tile floors are usually kitchens or bathrooms and carpets are usually living areas.

**U — Unit (company).** Who are you looking for? If you're looking for John Smith from Engine 10 and you find James Doe from Ladder 12, that means Smith is still missing.

**N — Name.** The name tag on our jackets are not just for identifying people on the front of the newspaper. Make sure you have found the firefighter you were sent to find. Just because the helmet front says Engine 10 doesn't mean it's the firefighter you were looking for. Maybe you have two firefighters down.

**A — Assignment/air.** What and where was their assignment? If a firefighter is reported missing and he was assigned to fire attack in the basement, then start by following the hose line into the basement. If the firefighter is lost, how much air does he have left? Do you need an air cart or the RIT pack?

**R — Resources/radio.** What's needed for the situation? Was it an interior collapse? Are they reporting they are trapped in a partial collapse and stabilization is needed. Is a hose line needed for protection? Can the down firefighter tell you what is needed to rescue him? The RIT can stage every tool on the apparatus but can still only carry so much with them. Take what you need to make the rescue. ►





*Size up locations where you can establish egress. These buildings were built side by side at different times, many years ago. There are actually windows facing into the narrow gap. How would you remove a firefighter who reports he has found a window, but is trapped? (Photo provided)*

Regarding the radio, are they radio equipped? If the firefighter has a radio, try keying the microphone and listening as you search. If you are close to the firefighter, you may hear feedback on your radio or when calling him on the radio.

#### Finding the down firefighter

It is especially important for the understaffed RIT to start searching for the down firefighter as close as possible to his location. The quicker he is located the more energy and air supply the understaffed RIT will have to remove him. This is important because usually understaffed departments don't have enough firefighters to form a second, replacement RIT right away. They need to save time, their energy and their air to give the down firefighter the best chance of survival.

Performing the search will be extra tolling on the short-staffed crew. If there are only two firefighters on RIT and they determine the firefighter last reported he was on the second floor, the RIT can save a lot of energy

and air by starting on the second floor than if they start searching on the first floor.

This means the best way into the structure isn't always going to be the front door. It might be a second floor window or rear door. It depends on factors such as the fire conditions, the location, collapses, last known location of the firefighter and secondary means of egress identified during the size up. Paying attention to radio traffic from the time you are dispatched will help you decide which locations are best to start your search. An understaffed RIT typically does not split into separate teams to search, like a fully staffed RIT. However, by splitting up any RIT can cover a lot more area.

While a fully staffed RIT typically splits into two or three search teams to search different areas at once, an understaffed RIT has to be a little more creative.

If the RIT has four firefighters, they can split into two teams with each team searching from different points towards each other. This is pretty standard and might be

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good if you have to search the entire basement, but if you are short staffed and are operating for a while on your own, there are other ways to search in teams that might extend your operations.

One option is for an RIT of three or four firefighters to split into two teams, like before, and perform a "leap frog search." Leap frog searching gets the most out of the time and energy out of the small teams performing the search. When leap frogging the crew splits into two teams. One team starts the search, taking a search rope or tag line with them. The other team of two hold ready to go at the entrance point. The team at the entrance is there and ready to help the first team that's searching. They might be called to rescue the first crew if they get into trouble, or bring in additional tools or immediately replace the first team if they need to change out SCBA cylinders.

Here are some scenarios of how to effectively use the leap frog search. The first team finds the firefighter but needs to leave ►



*While a fully staffed RIT typically splits into two or three search teams to search different areas at once, an understaffed RIT has to be a little more creative. If the RIT has four firefighters, they can split into two teams with each team searching from different points toward each other. (Shutterstock photo)*



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before removing them. They attach the rope to the down firefighter and exit. The second team immediately enters, follows the rope to the down firefighter and continues the rescue operation.

If the first team needs more help, like additional tools or help dragging the firefighter, the second team can be directed in to their location to help. The second team is also standing by so if an additional mayday is called they can start operating on it while the first team is handling the original mayday.

In the last scenario, the first team needs to exit before completing the search and finding the firefighter. They can leave the rope end where they last searched, and exit. The second team follows rope in and begins searching right where the first team ended, not wasting air or energy re-searching an area already covered.

It's important to point out that the first team's job isn't over once they are replaced by the second. The first team replaces their SCBA cylinders and gathers tools then stages, ready to go at the entrance ready to replace the second team when needed. "Leap

***"Leap frog" searches allow for a team of one or two firefighters to be ready to enter and keep rescue efforts going when you do not have the staffing to place a second RIT in service immediately."***

frog" searches allow for a team of one or two firefighters to be ready to enter and keep rescue efforts going when you do not have the staffing to place a second RIT in service immediately.

Another search option is vent-enter-isolate-search, or VEIS, which is a good search for a two- or three-member RIT to use. Two firefighters begin the search on the lower floor and the single firefighter can perform VEIS on the upper floor. This allows the smaller team to cover both floors simultaneously. VEIS is not something to try without proper training and experience, though, and further training should be conducted if any RIT plan on using VEIS in their operations. ■

**DAVE TOPCZYNSKI** has been a member of the fire service since 2004. He has served in both career and volunteer departments on Long Island, N.Y., and in Virginia. He is a state fire instructor with the Virginia Department of Fire Programs and is a contract instructor. He is a member of the Honor Guard and Live Burn Training team and holds a degree in fire science. He has taught at conferences around the country.



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# Sex trafficking:

*Remaining alert in rural and urban areas*

By CHELSEA LOS | The Municipal

**There are many countries at the forefront of the sexual slavery trafficking; Thailand, Cambodia, Amsterdam are referenced numerous times in the media, yet there are over 160 countries actually affected.**

Each year, more than \$99 billion is earned globally through commercial sexual exploitation, according to data provided by ECPAT USA, an organization focused on ending child slavery within the United States. The National Human Trafficking Resource Center closely monitors tips and stories of human and sex trafficking, and provides a hotline to make it easy for those who suspect trafficking to report what they've seen. In 2015 alone the hotline has received 973 reported cases of sex trafficking. In 2014, over 3,500 cases were reported, nearly 3,400 in 2013 and 2,367 during 2012. During each one-year period, the NHRTC also tracks which states have the highest numbers of reported trafficking cases. Over a period of four years, California has ranked number one, averaging well over 300 cases each year. Texas holds the number two spot for 2012, 2013, 2014 and the period of 2015.

During 2014, the NHRTC received reports of sex trafficking for 3,250 females and only 173 males.



### **'Not in my backyard' mindset**

The Department of Homeland Security took part in a webinar in 2013 dealing with the topic of the increasing shift from big city trafficking to smaller, more secluded communities.

In the presentation, Scott Santoro, training program manager at DHS Federal Law Enforcement Training Center, addressed the small-town mindset.

"Traffickers like to work underground," said Santoro. "They don't necessarily want to work in big cities. They are drawn to small towns... because they feel like they won't get caught. So areas that have a lot of agricultural farming, areas that have not a lot of law enforcement on patrol... those are areas that are also breeding grounds. Traffickers know that and they want to do some of their work there."

The International City/County Management Association host of the webinar, noted that the average age of a trafficked female is 12 to 13 years old, and the average male age of a trafficked victim is 13-14 years of age.

### **Methods of coercion, luring**

Within the United States, many human and sex trafficking sources cite juvenile runaways as a leading cause of sex slavery victimization. Polaris provides examples of promises made to those sold or coerced into sex slavery: "Sex traffickers use violence, threats, lies, debt bondage and other forms of coercion to force women, men and children to engage in commercial sex against

their will," its website says. "Sex traffickers may lure their victims with the false promise of a high-paying job. Others promise a romantic relationship, where they first establish an initial period of false love and feigned affection." Polaris adds that these romantic relationships quickly turn to controlling methods, such as physical and mental abuse, financial control tactics and isolation from family and friends.

### **Recognizing victims of trafficking**

In the eyes of most people, trafficking must cross extensive borders to be a problem. But in many cases traffickers never even see the inside of a plane. Using lies or false promises, traffickers can convince young men and women to travel away from home of their own free will. Out of 5,042 reports to the Polaris-run hotline, over 3,200 were adult victims.

The Journal of Applied Research on Children: Informing Policy for Children at Risk, offers this insight into the trouble in finding help for victims: "While larger metropolitan

***"They don't necessarily want to work in big cities. They are drawn to small towns... because they feel like they won't get caught."***



*Although efforts to engage in sex trafficking are intrinsic to large national events such as the SuperBowl, during the rest of the year traffickers include smaller cities in their business plans because of the perception that law enforcement will be less vigilant there. (Shutterstock photo)*

centers have established shelters and service provision specific for trafficked persons, in smaller cities and more rural settings, survivors of trafficking (especially minors) are usually served by multiple, disparate social service and health providers working across different systems. Sexually exploited minors present an even greater challenge due to intersections with child welfare and juvenile justice systems, histories of abuse by family that limit placement options and limited services that address the complex medical, mental health and psychosocial needs of these youth."

According to the journal, the Trafficking Victims Protection Act expanded the laws to include any person under the age of 18 who has been engaged in commercial sex be deemed a victim of trafficking.

Although the problem affects more than just children, the journal addresses a very important issue—finding help for victims and resources for possible victims in smaller, rural settings. One of the most important methods is education.

Sources agree that there are warning signs to look for, even in small community settings. Victims of sex trafficking may exhibit these signs, according to Polaris: a fearful, submissive or anxious demeanor; avoids eye contact; lacks health care; has signs of physical restraint or confinement; lack of knowledge of locational whereabouts such as city or state; and the inability to provide a home address. ▶

## **Resources**

There are many resources available to men and women who have been victims of sex trafficking. There are also several options for reporting suspected trafficking. A few resources are provided below.

### **ECPAT USA**

[www.ecpatusa.org](http://www.ecpatusa.org)

### **National Human Trafficking Resource Center**

[www.traffickingresourcecenter.com](http://www.traffickingresourcecenter.com)  
Hotline: 1 (888) 373-7888

### **Polaris**

[www.polarisproject.org](http://www.polarisproject.org)







### Getting help


Groups like Polaris, ECPAT and Airline Ambassadors International point to education as the first step in preventing trafficking. Setting aside the idea that trafficking only happens in large, metropolitan cities and at large, international airports, these groups address the signs of victimizations and help spread the message.

"Sex trafficking exists within diverse venues, including fake massage businesses, online escort services, residential brothels, in public on city streets and in truck stops, strip clubs, hotels and motels, and elsewhere," according to the Polaris website. "In street-based sex

*Human and sex trafficking sources cite juvenile runaways as a leading cause of sex slavery victimization; although the smaller and more rural the city, the wider the range of both women and men who are involved. (Shutterstock photo)*

trafficking, victims are often expected to earn a nightly quota, ranging from \$500 to \$1000 or more, which is confiscated by the pimp. Women in brothels disguised as massage businesses typically live on-site where they are coerced into providing commercial sex to six to 10 men a day, seven days a week."

Since 2011, following the launch of a new training program, Airline Ambassadors International has provided 24 training sessions to over 2,000 individuals at airports in the United States to educate personnel on recognizing and preventing trafficking. AAI's program focused on the travel industry, including hotels, airports and other tourism necessities.

The Institute of Medicine/National Research Council Report provided a guide for those in the field of victim and support services and included several factors that make an individual at-risk. Community risk factors for children include under-resourced schools, neighborhoods and communities. The study also points at foster homes as part of the problem, noting that children in the welfare system can easily feel a disconnect that leads them to find attention elsewhere. 



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# The witching hour

## *Who makes the rules regarding trick or treat?*

By JULIE YOUNG | The Municipal

**It is the nation's second-largest commercial holiday, one that Americans spend an estimated \$6 billion on annually. Although Halloween is rooted in the 2,000-year-old pre-Christian Celtic festival honoring the deceased, it has evolved over the years, and today is most commonly associated with a legal door-to-door panhandling practice known as trick-or-treating.**

### An auspicious beginning

Trick-or-treating was firmly established in American pop culture by the early 1950s, but its origins remain elusive. Traces of the costume and candy exchange we enjoy today can be found in a number of cultural and religious practices, including Samhain, All Souls Day and Guy Fawkes Night, that eventually made their way across the pond and helped popularize All Hallows Eve or Halloween in America by the 1840s.

However, by the early 20th century the most popular activity associated with Halloween was vandalism, which caused as much as \$100,000 in damages to major

metropolitan cities each year. The problem became worse during the Great Depression, causing civic leaders to create an organized, community-based event in hopes it would curtail the damage.

Although the practice was curtailed in some communities during World War II due to sugar rationing, trick-or-treating regained prominence during the post-war baby boom and has been a standard part of the celebration ever since. In recent years, however, concerned citizens have begun to wonder what are the official rules regarding trick-or-treating in their communities, and more importantly, who decides?

**TOP LEFT:** In recent years, residents in some communities — and their governments alike — have had to decide what the local official rules regarding trick-or-treating should be. Others can afford to take a more hands-off approach. (Shutterstock photo)

**ABOVE:** Smithfield, Va., is a quaint community that holds an annual Halloween on Main Street event for children. Police officers have candy in their patrol cars to give out, and they regularly shut down the two roads so vehicles do not interfere with the foot traffic. (Shutterstock photo)

### The goblin patrol

Virginia is one area of the country with ordinances concerning Halloween revelers. Breaking them can result in a misdemeanor. For example, in Portsmouth, trick-or-treat hours are from 6–8 p.m. on Halloween night for children ages 12 and under. Anyone over the age of 12 engaging in the activity can be charged with a class three misdemeanor unless a parent, guardian or other responsible person is in care of the child. In Virginia Beach, Norfolk and Hampton, trick-or-treaters over the age of 12 or who are knocking on doors after hours can incur a fourth-class misdemeanor. In Newport News parents, guardians and older siblings are encouraged to accompany children as they make their rounds; however, they are prohibited by law from wearing a mask. ►





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A majority of municipalities do not have ordinances dictating when or if to move trick or treat times in the event of severe weather or other event. (Shutterstock photo)

In the town of Smithfield, official trick or treat hours are more or less a general guideline and public service announcement from the local police department, as opposed to a hard and fast rule. According to Alonzo Howell, deputy police chief, no one is standing on a street corner asking kids for their student identification.

"The rules vary depending on the different locations, and they are loosely enforced depending on the problems the community may be having, but I can honestly say we've never had a problem with adults wearing masks or teens causing problems. We don't have vandalism issues on Halloween, and it's just a nice night for everyone to come out and enjoy the fun," he said.

Howell said Smithfield is a quaint community that holds an annual Halloween on Main Street event, in which children trick or treat local businesses, participate in a costume contest and head over to nearby Gray Street to see the decorated yards and front porches. The police have candy in their patrol cars to give out, and they regularly shut down the two roads so vehicles do not interfere with the foot traffic.

"Some people around here go all out," he said.

***"In Virginia Beach, Norfolk and Hampton, trick-or-treaters over the age of 12 or who are knocking on doors after hours can incur a fourth-class misdemeanor."***

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### What's in a day?

But what about the day itself? Can a municipality shift trick-or-treating to another day if Halloween occurs on a school night, or if inclement weather threatens the fun? That was the question in 2013, when reports of high winds and severe storms from Texas to the Great Lakes caused concerned parents to flood their local leaders' phone lines with Halloween-related inquiries.

Most municipalities do not have ordinances for such a move. Toledo and Cincinnati, Ohio; and Nashville, Tenn., opted to continue with Halloween as planned. However, police departments in Winchester, Ky., and Hamilton County, Ind., encouraged neighborhoods to postpone the festivities for one night. Even communities with trick or treat ordinances, such as Hampton, do not have provisions for a date change and cannot recall a time when it has been done.

"In my tenure, Hampton has not moved trick or treat based on weather. There is a nearby locality that has moved trick or treat to Saturday when Halloween falls a Sunday, but that's the only exception I can recall," said Hampton Communications Strategist Robin McCormick.

Some entities choose to exercise little authority over the ritual of trick-or-treating and leave it up to the parents. In the case of inclement weather that can provoke mixed reactions: Do you "honor" the date, or try to make residents conform to an alternate one? The answer seems to be as varied as the communities that get trick or treated. ■

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# Choosing the right safety sign: *A/C vs. solar power*

*Solar-powered speed displays may be the best option when the installation is far from a convenient A/C power source. (Photo provided)*



**Radar speed check signs have become popular devices for slowing traffic and increasing worker safety. Thanks to new technologies, these signs have become more effective and easier to deploy than ever before. For instance, improvements in sign designs that make it easier to use solar technology now also make it possible to set up and use electronic signs in places where they were once impossible or impractical.**

In fact, solar-powered signs are now used in many places that aren't typically considered solar-power friendly.

"Even here in Alaska, where we receive long periods of sunshine and darkness depending on the season, our solar panel signs combined with battery backup power are used year-round," said Michael Cobbold, safety manager and sustainability coordinator, Denali National Park. "Our calculations

showed that the technology we needed to employ solar power was still more cost effective than it would have been to actually run a hard-wired connection to A/C power."

But there are several issues that must be considered in order to choose the right equipment. The specific application, the environment and location where the sign is to be used and specific sign features all play a role in selecting the best setup.

## Is solar the right choice?

The first thing to decide is whether A/C or solar-powered signs make the most sense for the particular situation. Conservation issues aside, the choice typically comes down to two concerns: cost and flexibility.

Solar-powered signs offer increased flexibility that plug-in signs simply can't. Often times signs are needed in locations where hard-wired power sources aren't readily available. In these cases, pure battery-operated signs are one alternative, but these require constant recharging — at least every week — which can be both costly and resource intensive. Also, overall battery life in these types of applications is typically short, so ongoing sign maintenance becomes a considering factor.

On the other hand, solar-powered signs can provide years of virtually maintenance-free service. They can easily be installed along



roadways, loading docks, remote construction sites and other locations where access to A/C power is limited.

But what about the cost? Whether it's connected to A/C or powered by the sun, driver feedback signs consume very little power — on average, about as much as a night-light. While the energy cost of operating these signs is negligible, the difference in installation costs can be dramatic.

Even when power is available nearby it may be necessary to tear up roads, sidewalks and landscapes in order to run the wiring necessary for an A/C connection. An A/C hook up may also require installation of a meter to measure the amount of energy used. Ask the utility company if it can bill a flat rate for the energy used instead. This will save the cost of the meter and will reduce the overall cost of installation. A local utility company can lay out the specific requirements for the installation. With this information, a contractor can provide an estimate for overall construction costs.

Of course, with solar power one does not have to be concerned with meters or power runs. Once construction estimates for A/C power installation come in, it's time to determine the cost of the particular solar power needs. By comparing the two a department can make an informed decision.

There are several things to consider when determining the cost of solar power. To begin with, ensure that the right equipment is being considered for the specific application. This is a matter of analyzing information concerning two things: the amount of power needed and the amount of available sunlight.

All electronic signs are not created equal. Different design features and functionality can have a significant impact on the amount of energy drawn. The more energy the sign requires to operate, the bigger the solar panel that will be needed.

For instance, some signs are made to focus light only where it is needed. Besides the advantage of preventing the distraction of other drivers, the focused viewing means less light is wasted and less power is used to achieve the same light intensity. High-end contrast enhancement technology can also reduce power requirements by providing a very dark background that permits excellent visibility with lower light output. Advanced glare management techniques can further improve the contrast ratio, again making them easier to see at lower light output.

Next, consider the specific application. The percentage of time the sign is illuminated will have a large effect on overall power consumption. High-traffic areas will cause the sign to draw more power than areas with occasional traffic. Similarly, signs used around the clock will require more power than those that utilize a timer to operate only during school hours or commute times.

Most significantly, one must determine the amount of sunlight that will be available — often referred to as units of solar irradiance or solar kilowatt-hours per square meter (kwh/m<sup>2</sup>). Since solar power signs rely entirely on the sun for their energy source, it's critical that this information be accurate.

The most common mistake made when calculating solar irradiance is — using data based upon solar radiation averaged over many years. This may be fine for large solar power installations that include backup generators or power grid connections, but since electronic signs rely solely on the sun for power, it's important the device get enough energy from the sun even during the most cloudy and miserable days of the year. Calculations must be based on worst-case scenarios rather than averaged data. ►



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The most reliable data regarding worst-case weather conditions is provided by the U.S. Department of Energy in its 30-year Incident Solar Radiation charts. View this data at [rredc.nrel.gov/solar](http://rredc.nrel.gov/solar). Be sure the provider is using this information to determine proper solar panel size.

It's also important to consider the specific environment where the sign is to be used. Large overhanging trees, roofs or other obstructions can play a major role in the size and number of solar panels that will be required.

Using the correct data will also have an impact on battery life. Virtually all solar-power systems include a battery backup. A system that is undersized will require the battery to run for extended periods at less than full charge, dramatically reduce battery life.

Battery size is also a factor in system longevity. A battery that is drained more completely before each recharge will have a much shorter lifespan than one that is used only a little. For instance, a backup battery that is completely discharged each night will

*Innovations in trailer design and LED lighting allow some safety sign equipment to operate for months on a single battery charge. (Photo provided)*

typically have a lifespan of approximately 300 cycles and would need to be replaced in less than a year's time. A much larger battery would cost only a fraction more relative to the cost of the whole system, but a battery sized so that it is discharged only 10 percent every night will last closer to 3,600 cycles — potentially 10 years or more.

Understanding the data required to make an accurate calculation makes it possible to determine and compare the total cost of solar vs. A/C powered installations. Gather the information collected: traffic conditions, length and time of intended operations, regional solar data and local conditions; and share them with one or two sign dealers. Remember, resulting costs can differ dramatically depending upon the efficiency of the dealer's products and the use of proper data. ■



Information provided by Information Display Company. Written by John Dixon.







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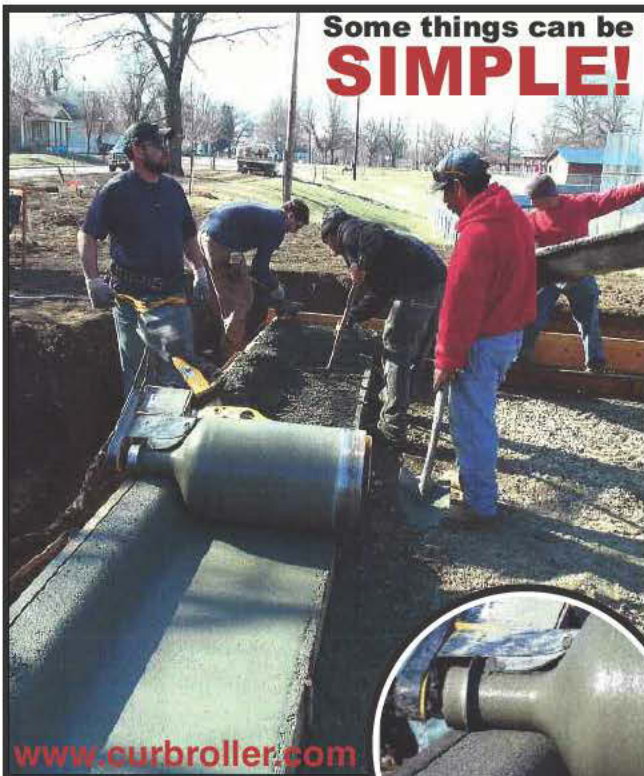
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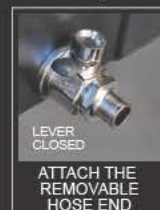
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# Awwwww shucks

**Every year in early November, Urbanna, Va., hosts a weekend oyster festival, which yields state—and often national—shucking champions, draws beauty queens and their courts from all over Virginia and attracts 50,000 to 75,000 visitors from several surrounding states.**



**LEFT:** Mr. and Mrs. Oyster wave to the crowd during the Oyster Festival parade, one of two parades that take place during the two-day Urbanna Oyster Festival. With 160 entries, the oyster parade is the larger of the two. (Photo provided)

**TOP RIGHT:** Contestants compete during an oyster shucking contest, one of the highlights of the festival. The winner, considered the state champion, goes on to national competition with hopes of competing in the world championship in Galway, Ireland. (Photo provided)

**RIGHT:** National oyster shucking champion Deborah Pratt competes in the Urbanna Oyster Festival shucking contest. Pratt became fascinated with the shucking process as a child and has won numerous awards for her efforts. She has competed internationally since 1992 and has been a contestant several times at the world championships. (Photo provided)

**LOWER RIGHT:** Festival revelers hoist their glasses in a toast. The wine tasting venue features several local wineries and allows patrons to pair the oysters with vineyard offerings. (Photo provided)

Not bad for a town of 471 people.

The two-day celebration, now in its 58th year, will take place Nov. 6-7. Included in the festivities are two parades, more than 50 food vendors, an oyster shucking contest, model boat building and sailing for children, wine and beer tents, a festival village and community row with a variety of arts and crafts. Naturally, there are also oysters

available in every conceivable edible form: raw, roasted, fried, smoked, steamed, in fritters or in a stew.

Holly Gailey has served as Urbanna's town administrator for two years. Before that she spent one year as director of parks and recreation. She said the event is organized by the Urbanna Oyster Festival Foundation, a 501(c)(3) organization.

The foundation prepares and submits a master plan to the town. All requests for trash service, police participation and road closures come through Gailey's office.

"We involve the state and local police and the Virginia Department of Transportation," she said. "The town budgets a certain amount for police services, but we make revenue from a meals tax on the vendors." The town also owns and operates a 37-slip marina that fills up with rentals as soon as the openings are announced.

"It's supposed to be a wash" for the town's coffers, said Gailey.

Urbanna's town council sets consideration of the master plan for a public hearing, mostly as a formality. "The plan usually passes without any problems," said Pam Simon, the foundation's event coordinator for the past 15 years.







The festival is centered downtown, and essentially all city streets are blocked off for the weekend. Visitors can park on the outskirts of town and walk or be shuttled in for the festivities.

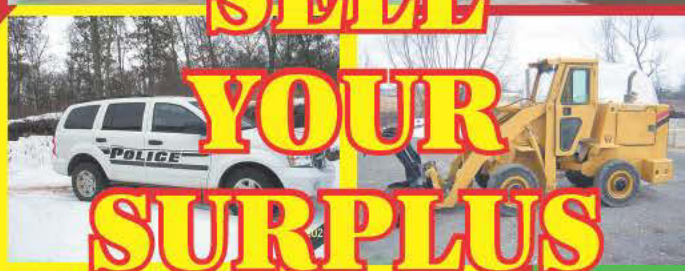
The biggest beneficiaries of the festival are Urbanna's businesses. "We are a town of mom-and-pop restaurants and independently owned businesses," said Gailey, many of which take in 50 percent or more of their annual income in the festival's two days. "It keeps a lot of businesses alive after the summer crowds go away and the boats are put in storage." 

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# 50 Miles of Art

**The Missouri towns of Clarksville, population 442; Louisiana, 3,355; and Hannibal, 17,883; hug the western shore of the Mississippi River and have long been noted for their preponderance of commercial artists of all stripes.**

What makes them unique is their collaboration in highlighting each others' artistic attractions along a 50-mile corridor of Missouri Route 79, the scenic asphalt umbilical cord that connects the municipal siblings.

Twice a year, during the last full weekend in March and the first full weekend in November, artisans from the three towns organize "50 Miles of Art," a showcase of artistry reflected through the prism of each

town's unique personality. Drivers can meander along Route 79, stop in the municipalities' downtowns to tour studios, browse outdoor displays and enjoy the multifaceted art created by local denizens.

The autumn installment of 50 Miles of Art is the more popular excursion. Though attendance figures are difficult to nail down, it's fair to say several thousand patrons take advantage of the trifecta of



gatherings that will happen this year on Nov. 7-8.

It comes together under the aegis of the nonprofit Hannibal Arts Council. Michael Gainer has been executive director of the council for 22 years.

"I've seen the creation of 50 Miles of Art," he said. "The idea started in two artists' minds: Steve Ayers, a local potter from Hannibal, and John Stoeckley, an artist from Louisiana."



*Cloggers perform at the Autumn Historic Folklife Festival, an annual October celebration hosted by the Hannibal Arts Council, which also sponsors the biannual 50 Miles of Art festival. (Photo provided)*






**ABOVE:** Downtown Louisiana, Mo., boasts more than 20 murals depicting the town's history, river heritage and local sights. This one was created by hometown artist John Stoeckley, one of the founders of the 50 Miles of Art festival. (Photo provided)

**TOP LEFT:** The 20-acre Henry Lay Sculpture Park, sponsored by St. Louis University, consists of two miles of self-guided trails featuring special large-scale outdoor sculptures by nationally and internationally famed artists, such as this work, "Three Sisters," by Bing Cheng of Beijing. (Photo provided)

The two men loved living here and raising their families here, Gainer added, and they wanted to invite more artists to live in the area. That confluence of common need, regional support and official state recognition gave birth to the festival.

Each of the communities had empty buildings downtown for which they were in search of viable economic development alternatives.

"Fortunately, there was a real good regional development director," Gainer noted. "Businesses and the economic development office put time and effort into it." At the same time, the state officially designated Route 79 as "Missouri's First Scenic Byway." That flipped the "on" switch. "The three communities saw the link," Gainer said.

None of the municipalities make a financial commitment to the showcase, but local leaders lend their support with municipal services wherever they can. And for two weekends every year, Clarksville, Louisiana and Hannibal unite as a family to draw visitors that benefit them all. 



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## OCTOBER

### 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. 21 Latitude

University of Chicago Gleacher Center  
[geofeedia.com/latitude](http://geofeedia.com/latitude)

### 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/gieexpo](http://gie-expo.com/gieexpo)

### Oct. 24–27 International Association of Chiefs of Police 2015 Conference

McCormick Place West, Chicago, Ill.  
[www.theiacpconference.org](http://www.theiacpconference.org)

### Oct. 26–29 Campus Fire Forum

Sheraton at the Falls, Niagara Falls, N.Y.  
[www.campusfiresafety.org](http://www.campusfiresafety.org)

### Oct. 28–30 League of Wisconsin Municipalities 117th Annual Conference

Hyatt Regency, Milwaukee, Wis.  
[www.lwm-info.org](http://www.lwm-info.org)

### Oct. 29–Nov. 1 Association of Fire Districts of the State of New York 44th annual mid-year “fall” workshop

Honors Haven, Ellenville, N.Y.  
[firedistnys.com/cms/?q=conference/fall](http://firedistnys.com/cms/?q=conference/fall)

## NOVEMBER

### Nov. 2–4 2015 WaterJet Technology Association-Industrial & Municipal Cleaning Association Conference & Expo

Ernest N. Morial Convention Center, New Orleans, La.  
[www.wjta.org/wjta/default.asp](http://www.wjta.org/wjta/default.asp)

### Nov. 2–6 Florida Government Finance Officers Association School of Government Finance

PGA National, Palm Beach, Fla.  
[www.floridaleagueofcities.com](http://www.floridaleagueofcities.com)

### Nov. 3–6 Specialty Equipment Managers Association Annual Conference

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

### Nov. 3–6 Fire Findings Investigation of Gas & Electric Appliance Fires

Fire Findings laboratory testing facility, Benton Harbor, Mich.  
[www.firefindings.com/seminars/info/gas-electric](http://www.firefindings.com/seminars/info/gas-electric)

### Nov. 4–7 National League of Cities Congress of Cities & Exposition

Music City Center, Nashville, Tenn.  
[www.nlccongressofcities.org](http://www.nlccongressofcities.org)

### Nov. 5–7 Water & Wastewater Equipment Manufacturers Association 107th Annual Meeting

Four Seasons Resort, Dallas, Texas  
[www.wvema.org/annual.php](http://www.wvema.org/annual.php)

### Nov. 8–10 Illuminating Engineering Society Annual Conference

JW Marriott Hotel, Indianapolis, Ind.  
[www.ies.org/ac/](http://www.ies.org/ac/)

### Nov. 9–10 Crane & Rigging Conference

Edmonton Marriott at River Cree Resort, Edmonton, Alberta, Canada  
[www.craneandriggingconference.com/crc-canada](http://www.craneandriggingconference.com/crc-canada)

### Nov. 13–18 International Association of Emergency Managers 63rd Annual Conference & EMEX

Paris Hotel, Clark County, Nev.  
[www.iaem.com/page.cfm?p=events/annual-conference](http://www.iaem.com/page.cfm?p=events/annual-conference)

### Nov. 16–19 2015 American Water Resources Association Annual Water Resources Conference

Grand Hyatt Denver, Denver, Colo.  
[www.awra.org/meetings/Denver2015](http://www.awra.org/meetings/Denver2015)

## DECEMBER

### Dec. 2–3 American Road & Transportation Builders Association Southern Regional Meeting

Louisville Marriott Downtown, Louisville, Ky.  
[www.artba.org/2015-artba-southern-regional-meeting](http://www.artba.org/2015-artba-southern-regional-meeting)

### Dec. 2–4 Florida Parking Association 2015 Annual Conference & Trade Show

Omni Amelia Island Plantation, Amelia Island, Fla.  
[fparking.org/conference-info](http://fparking.org/conference-info)

### Dec. 8–10 Power-Gen International Conference 2015

Las Vegas Convention Center, Las Vegas, Nev.  
[www.power-gen.com](http://www.power-gen.com)

### Dec. 8–10 Renewable Energy World Conference & Expo North America

Las Vegas Convention Center, Las Vegas, Nev.  
[www.renewableenergyworld-events.com](http://www.renewableenergyworld-events.com)

### Dec. 14–15 American Road & Transportation Builders Association Central Regional Meeting

Hilton President, Kansas City, Mo.  
[www.artba.org/2015-artba-central-regional-meeting](http://www.artba.org/2015-artba-central-regional-meeting)

### Dec. 15–17 National Ground Water Association 2015 Expo

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

## JANUARY 2016

### Jan. 12–14 Landscape Ontario Congress

Toronto Congress Centre, Toronto, Canada  
[locongress.com](http://locongress.com)

### Jan. 13–15 Northern Green Expo

Minneapolis Convention Center, Minneapolis, Minn.  
[northerngreenexpo.org](http://northerngreenexpo.org)

### Jan. 15–16 Piedmont Fire Expo

Twin City Quarter, Salem, N.C.  
[www.forsythcountyfire-rescue.com/expo.php](http://www.forsythcountyfire-rescue.com/expo.php)

## JANUARY 2016

### Jan. 17–22 National Recreation & Parks Association Event Management School

Oglebay Resort & Conference Center, Wheeling, W.V.  
[www.nrpa.org/event-school](http://www.nrpa.org/event-school)

### Jan. 18–20 Fire Department Safety Officers Association 2015 Apparatus Specification & Vehicle Maintenance Symposium

Chaparral Suites Hotel & Conference Center, Scottsdale, Ariz.  
[www.fdsao.org/events/2016-apparatus-symposium](http://www.fdsao.org/events/2016-apparatus-symposium)

### Jan. 20–22 U.S. Conference of Mayors 84th Winter Meeting

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

### Jan. 20–23 Fire-Rescue EAST 2016

Ocean Center, Daytona Beach, Fla.  
[www.ffca.org/i4a/pages/index.cfm?pageID=5071](http://www.ffca.org/i4a/pages/index.cfm?pageID=5071)

### Jan. 27–30 National Pavement Expo 2016

Charlotte Convention Center, Charlotte, N.C.  
[www.nationalpavementexpo.com](http://www.nationalpavementexpo.com)

### Jan. 31–Feb. 4 Firehouse World

San Diego Convention Center, San Diego, Calif.  
[firehouseworld.com](http://firehouseworld.com)

### Jan. 31–Feb. 5 National Recreation & Park Association Maintenance Management School

Oglebay Resort & Conference Center, Wheeling, W.V.  
[www.nrpa.org/Professional-Development/Conferences-and-Schools/Park-and-Recreation-Maintenance-Management-School](http://www.nrpa.org/Professional-Development/Conferences-and-Schools/Park-and-Recreation-Maintenance-Management-School)

### Jan. 25–28 Heavy Duty Aftermarket Week '16

The Mirage Hotel, Las Vegas, Nev.  
[www.hdaw.org/HDAW2015](http://www.hdaw.org/HDAW2015)

### Jan. 26–29 Aircraft Rescue & Firefighting Chiefs & Leadership School

Westin Hotel, Orlando, Fla.  
[arffwg.org/2016-arff-chiefs-leadership](http://arffwg.org/2016-arff-chiefs-leadership)





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# Des Moines, Iowa

**Settled 1843** **Pop: 207,510 (2013)**  
**Government type:** Mayor, city council, city manager  
[www.dmgov.org](http://www.dmgov.org)

It was the same chief characteristic that made Des Moines a desirable place to settle — the convergence of two major rivers — that gave rise to modern Des Moines' most iconic structures: its downtown bridges.

The arched architecture of spans crossing the Des Moines River inspired a design that was featured on flags flown over the city from 1974 to 2009. Painted in patriotic hues, it featured three of the similarly constructed structures that traversed the river at downtown locations.

In 2008, the city opted to develop a new flag design, however. According to Public Information Officer Amelia Hamilton-Morris, the intent was not to retire the bridge imagery but update it to include a representation of the extensive redevelopment that has taken place in the area.

"We went to the new design in 2008–2009, because much of Des Moines has been transformed: It's a totally different landscape. Old buildings are gone and we now have new bridges, including a pedestrian one." The city has also become a formidable business center, which is also represented by the skyline. "We did the redesign because it's not the same city. Once we rebuilt the downtown, we needed something more reflective of who we are now."

The image is the city's new brand and appears on everything from business cards to work apparel. It appears next to the U.S. and Iowa flags above every city building that's equipped to fly them and is available for purchase at city hall. ■



## Dublin adds CNG snow plows to fleet

*Dublin, Ohio* — The city of Dublin recently received its first four CNG-powered Freightliner Snow Plows.

"These units will bring the total number of CNG Vehicles to 63," said Darryl Syler, fleet manager. "Currently in our fleet we have a total of 22 snowplows. We will continue to replace our older fleet of snowplows with the CNG trucks."

Dublin started its conversion to CNG in 2011 with the construction of a CNG fueling station. Each year during the fleet's replacement cycle it purchases a number of dedicated CNG units. Through a partnership with IGS Energy of Dublin it also sells CNG to the public. In 2014, Dublin's station pumped 441,000 GGE's of natural gas.

The city is a Certified Fleet Management Operation through Government Fleet Management Alliance as well as a Certified Ohio Green Fleet and an ASE Blue Seal Shop with all of the Technicians being Master Technicians and Alternative Fuel Certified.

## Plan a successful Work Truck Show by following new social media accounts

*Farmington Hills, Mich.* — NTEA, The Association for the Work Truck Industry, has launched two new social media destinations to help industry professionals better connect with The Work Truck Show 2016. Users can "like" a dedicated Work Truck Show Facebook page to see the latest show news, photos and videos, while exhibitors can follow @WTS\_exhibitors on Twitter to receive important updates as the event approaches.

The Work Truck Show is North America's largest work truck event. Produced annually by NTEA, the 2016 show will be held March 2–4 at the Indiana Convention Center in Indianapolis, Ind. Educational programming, including the Green Truck Summit, begins March 1. Registration opens this month at [ntea.com](http://ntea.com).

The Work Truck Show 2016 conversation has begun on all of these channels. Join in with the event's official hashtag, #worktrucks16, and the official Green Truck Summit hashtag, #greentrucks16. ►

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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### Monroe Truck Equipment obtains victory in patent infringement suit

*Monroe, Wis.* — Monroe Truck Equipment Inc. is pleased to announce that a federal court in Madison, Wis., has found in favor of Monroe Truck Equipment in a patent lawsuit filed against Universal Truck Equipment Inc. The Honorable James Peterson found that Monroe Truck Equipment's patent on a specialized wing plow post is both valid and infringed by one of Universal Truck Equipment's "Uni-Glide" products.

On January 28, 2014, Monroe Truck Equipment filed a lawsuit in the U.S. District Court for the Western District of Wisconsin asserting that Universal Truck Equipment infringed U.S. Patent No. 8,596,376, entitled "Support Apparatus for Securing a Wing Plow." Wing plows are supported by posts that allow the plow blade to move up and down while in use. Prior to Monroe Truck Equipment's invention, when the inboard end of a wing plow encountered an unusual resistance, such as a mass of heavy snow, the inboard end of the wing plow had a tendency to dive down while the outboard end popped up, risking damage to the vehicle and endangering the safety of the driver.

The only issues that remained for trial involved the computation of damages owed by Universal Truck Equipment to Monroe Truck Equipment. Before trial, the parties reached a confidential settlement agreement.



### Jay Leno to give keynote address at The Work Truck Show 2016

*Farmington Hills, Mich.* — Jay Leno, comedian, author, car builder and longtime host of "The Tonight Show with Jay Leno," will serve as keynote speaker at The Work Truck Show 2016. His address will take place March 3 as part of the President's Breakfast and NTEA Annual Meeting.

North America's largest work truck event is produced annually by NTEA — The Association for the Work Truck Industry. It will be held March 2-4 at the Indiana

Convention Center in Indianapolis, Ind.

Leno was a staple of late night television for more than 20 years. He took over "Tonight Show" hosting duties in 1992 and quickly took his show to the top of the ratings. After retiring in 2014, Leno started a popular Web series focused on his love of cars, "Jay Leno's Garage."

A ticket is required to attend the President's Breakfast. Visit [ntea.com/upcomingevents](http://ntea.com/upcomingevents) to sign up for email notification when registration is available. ▶

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**Auburn fleet division manager named NAFA regional trustee, Central Region**  
*Princeton, N.J.* — Sandy Leonard, division manager of fleet services for the city of Auburn, Ala., has been tapped to become NAFA Fleet Management Association's Central Region trustee effective immediately. He succeeds Michele Ryan, CAFM, who resigned from the position Aug. 23, citing a new nonfleet employment opportunity. Leonard has been a member of NAFA since 2002.

Dedicating their time and knowledge to making the Association successful, NAFA's Regional Trustees have oversight of NAFA's chapters, ensuring the association's mission and vision are implemented. Leonard said he will attempt to continue to bring passion and the willingness to learn and disseminate the information to (NAFA's) Central Region's chapters, and that he will assist NAFA Trustees and staff to cast the vision and represent NAFA with loyalty and character. **M**

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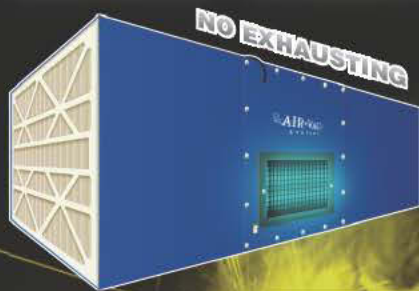
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# TOP TEN

## Best city zoos

There are dozens of travel blogs out there touting where the best this and the best that are to visit, especially for readers who are planning a vacation.

Zoos are one of the top medium-range travel destinations for families, in particular: and there's no shortage of opinions about which city is home to the most interesting one.

Fodor's Travel posted a list this year of 10 zoo parks that should receive attention for the opportunity they provide to witness the diversity of the animal world. For more information on any one of them, visit the site at [www.fodors.com/news/photos/americas-10-best-zoos](http://www.fodors.com/news/photos/americas-10-best-zoos).

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### LINCOLN PARK ZOO

(Chicago, Ill.)

[www.lpzoo.org](http://www.lpzoo.org)

200 species

1,100 animals

### HOUSTON ZOO

(Houston, Texas)

[www.houstonzoo.org](http://www.houstonzoo.org)

900 species

6,000 animals

### CINCINNATI ZOO

(Cincinnati, Ohio)

[cincinnati zoo.org](http://cincinnati zoo.org)

500+ species

1,896 animals

### SAN DIEGO ZOO

(San Diego, Calif.)

[www.sandiegozoo.org](http://www.sandiegozoo.org)

650 species & subspecies)

3,700 animals

### ZOO MIAMI

(Miami, Fla.)

[www.zoomiami.org](http://www.zoomiami.org)

500 species

3,000 animals

### DENVER ZOO

(Denver, Colo.)

[www.denverzoo.org](http://www.denverzoo.org)

700 species

4,000 animals

### PHILADELPHIA ZOO

(Philadelphia, Pa.)

[www.philadelphia zoo.org](http://www.philadelphia zoo.org)

350 species

1,300 animals

### BRONX ZOO

(The Bronx, N.Y.)

[www.bronxzoo.com](http://www.bronxzoo.com)

650 species

6,000 animals



**A**

Acuity Brands . . . . .	7
Air-Vac Systems, Incorporated . . . . .	75
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Ball Bearing,  
Fuel Tank.



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guard, Hori-  
zontal 1" x 2  
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& Cooler, Key  
Switch.



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Color.



GX390QA

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Low Oil  
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CH745-0004

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Pump.



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