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November 2015

Technology

INSIDE:

Speedway's time-saving programs for fleet managers

City planning goes 3-D

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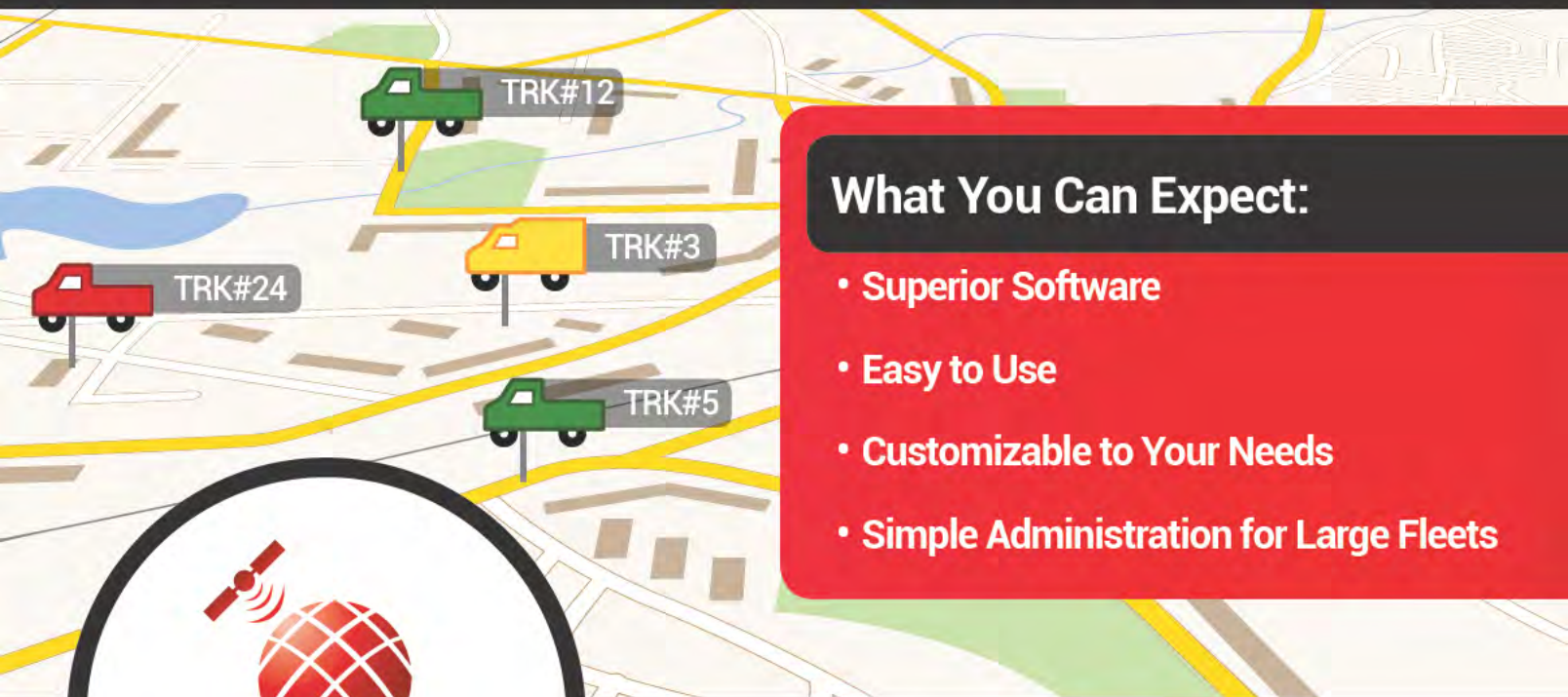
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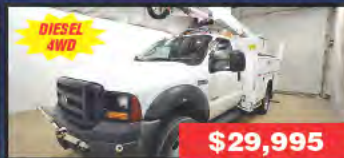
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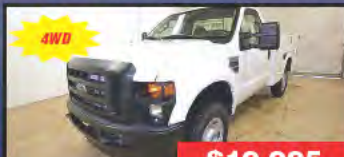
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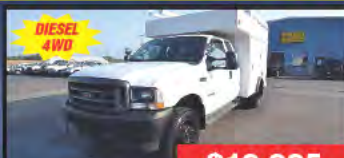
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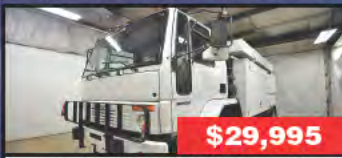
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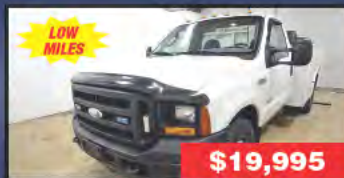
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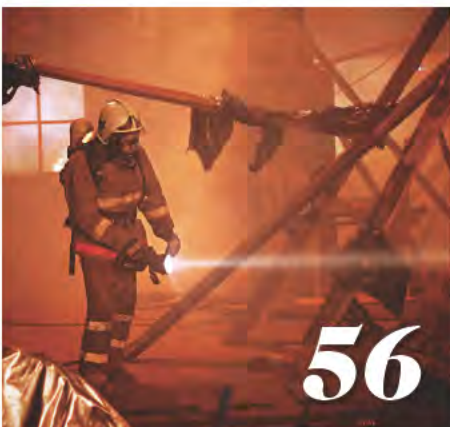
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Speedway's purchase of Hess gas stations is expanding its market, and it is poised to welcome an increased number of fleet card members and municipal contracts for fuel discounts — saving fleet managers time on tax rebates and reporting while providing other benefits.

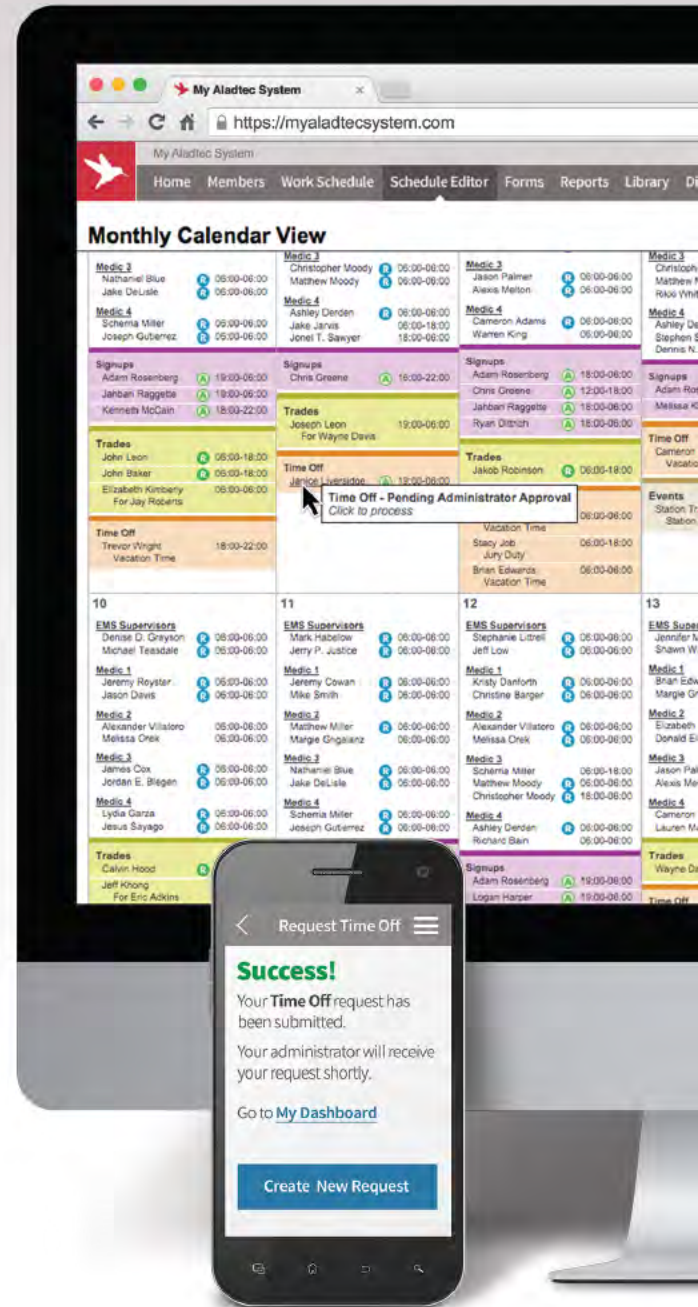


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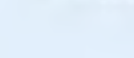
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The blessings and blunders of high tech



Jodi Marlin | Editor

THE WAYS IN WHICH TECHNOLOGY has changed how we all work over the last couple of decades amounts to nothing less than a paradigm shift. We do almost everything differently now than we did back then. On most days we do more, do it more accurately and do it more quickly.

The drawbacks to the digital age have been well documented by the media, though. Data breaches and system communication glitches have put residents at risk and certainly jeopardized our peace of mind about our financial and personal information. Certainly, modern technology is a double-edged sword. The Municipal wants to help keep you on the non-lethal side of it.

In our article about data breaches, Lauren Caggiano provides tips to do just that with proper training and policies — in addition to preparing for worst-case scenarios. As expert Dr. Gerald Cliff noted in the article: “It can generally be assumed that if an entity maintains a database of confidential information, there will be some form of data breach it will become a victim of.” So best be prepared.

Throughout this issue, we present a cornucopia of high-tech solutions being




Parks and Recreation Association

considered by municipalities. In law enforcement, body-worn cameras continue to be a much-discussed nationwide topic; however, it is not only technology making a difference for law enforcement agencies today. Elsewhere, we explore the benefits of 3D modeling in relation to city planning, the continuing impact of social media, how rural broadband is bringing businesses into town and more.

In refreshing juxtaposition to all of this high-tech talk, though, is the fact that parks and recreation departments in many U.S. cities whooped it up with their professional organization recently. In September, the National

observed a major milestone, its 50th anniversary, and invited thousands of its members to whoop it up at the NRPA conference in Las Vegas. You can see a few pictures on pg. 70.

Now that I think about it, what better way would there be to rest your eyes and your mind from a bunch of reading about hardware, software, Internet connections and social media than to visit the park nearest you and “download” some fresh air, sunshine and chattering critters? Give it a try.

Last but not least, The Municipal wants to say a big thank you to all our readers who served their country in the U.S. Armed Forces. We have a shout-out to you in this month's issue as well, and it's very heartfelt. Thank you for your service and also for the conscientious work you continue to do every day at your post-enlistment jobs. We owe you a debt of gratitude. 





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Speedway expands ability to fuel municipal fleets

With the Hess retail acquisition, Speedway's retail locations are ballooning to more than 2,750. In addition to gasoline, Speedway prides itself on offering diesel at a vast majority of its locations. (Photo provided)

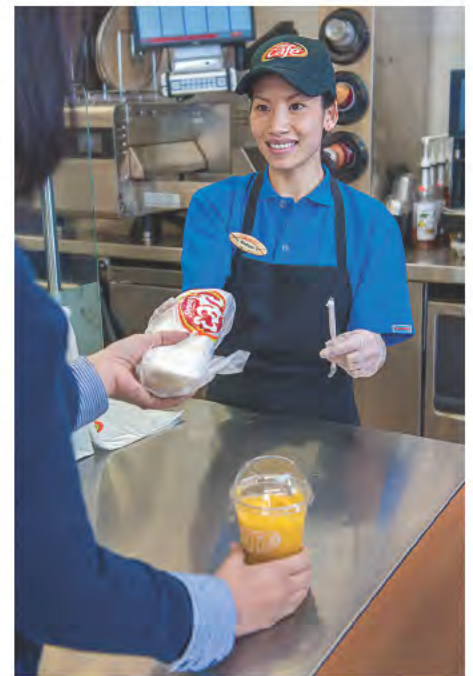
By JODI MARLIN | The Municipal

When it comes to retail and fleet fuel services, Speedway LLC (Speedway) already walked among giants. But a significant acquisition means the Ohio-based company can now respond to an even wider market and meet the fuel program needs of many cities and townships east of the Mississippi River.

Speedway closed a \$2.8 billion purchase of Hess convenience store locations in the third quarter of 2014, which expanded the company's presence from nine Midwest states to a total of 22: Alabama, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Kentucky, Massachusetts, Michigan, New Hampshire, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, Tennessee, South Carolina, Virginia, West Virginia and Wisconsin. At the rate of five stores per day, signs at 1,245 Hess, and WilcoHess stores are coming down, and Speedway signage is going up. The company is now poised and prepared to welcome an expanded number of municipal fleet card members, whether or not a bid process is required.

Speedway does participate in the bid process, whether the municipal, township or county client is interested in buying fuel retail or in bulk. According to Fleet Sales Program Manager Ed Cornish, a majority of the company's public sector customers are looking to supply law enforcement, public works and other employees with fuel cards that offer valuable benefits in terms of convenience, control and flexibility.

"We set them up with a fuel card with reporting that tells them not only when the vehicles are being fueled and how much, but who's fueling and how — whether they're using unleaded, diesel or E85," said Cornish. Yet, "the drivers don't have to do anything special.



They just pay at the pump and go, like any other customer." In addition to being convenient for the driver, the municipality enjoys the convenience of online control of the cards and instant reporting capability.

RIGHT: Speedway is known for convenience, offering a wide array of snacks and other products in addition to fuel. The company also offers fuel card programs designed to ease the challenges of fleet managers when it comes to tax rebates and reporting. (Photo provided)

BELOW LEFT: Most Speedway employees are members of the communities where the retail stores are located, contributing to the local economy and establishing Speedway as an invested local supplier. (Photo provided)

BELOW RIGHT: Speedway fuel card programs start off with a discount on fuel consumption, eliminating the process of requesting tax rebates and simplifying the reporting process. (Photo provided)



Taxes and discounts

Speedway fuel card programs start off with a discount on fuel consumption, provided as a credit at the time of billing. Possibly even more attractive is the fact that Speedway's billing eliminates the process of requesting tax rebates. Normally, government entities are exempt from fuel excise taxes, but there is a reclamation process to recover the taxes from the federal and state governments.

"We bill them without the taxes. They don't have to go through the messy rebate process to take advantage of their allowed tax credits. We are, however, reporting to the customer on these taxes," said Cornish. The Speedway fuel management system can set up an account with tax-exempt billing, saving the municipality from reporting paperwork and the headache of submitting returns to get the rebates.

A new opportunity provided by Speedway further simplifies the reporting process: Public sector fuel customers who fuel from their own bulk tanks as well as buy retail can combine their tax reporting for bulk and retail purchases.

Availability of diesel

According to Speedway Commercial Fuel Sales Manager Kevin Thomson, Speedway prides itself on offering diesel at the vast majority of its locations, to meet the needs of

large municipal vehicles such as dump and plow trucks, sweepers and police transport vehicles. Most Speedway convenience stores are also open 24 hours a day, a crucial convenience for law enforcement and emergency medical services.

Convenient locations

With the Hess retail acquisition, Speedway's retail locations have grown to more than 2,750. Even so, it's still possible that a government customer could find himself with a gas tank on "E" in a remote area without a station in close proximity. That's why a fuel program is offered with an option to purchase outside of the Speedway network. In this case, the discount does not apply but the reporting benefit does, said Cornish.

"We can still take off the taxes, and this way we meet all of our customers' needs. Instead of having to manage two different reporting systems, we report both in-network and out-of-network purchases together."

Local investment

For townships and municipalities, doing business with a good community partner is

one more reason to investigate Speedway fuel card programs.

Speedway's charitable efforts are conscientiously returned to the community in which the money is raised. The company's positive image stems in part from generous, ongoing support of Children's Miracle Network Hospitals (CMNH). Having donated more than \$68 million to the network since 1991, Speedway is the top corporate sponsor of CMNH in the convenience store industry. In 2014 alone, Speedway customers and employees contributed more than \$8 million to the cause, in which donations are earmarked for hospitals in the communities where they are collected.

Additionally, as Fleet Sales Coordinator Christine Nash noted, most Speedway employees are members of the communities where the retail stores are located. The company retains ownership and operates all locations, while contributing heavily to the growth of the local economy and establishing itself as an invested local supplier.

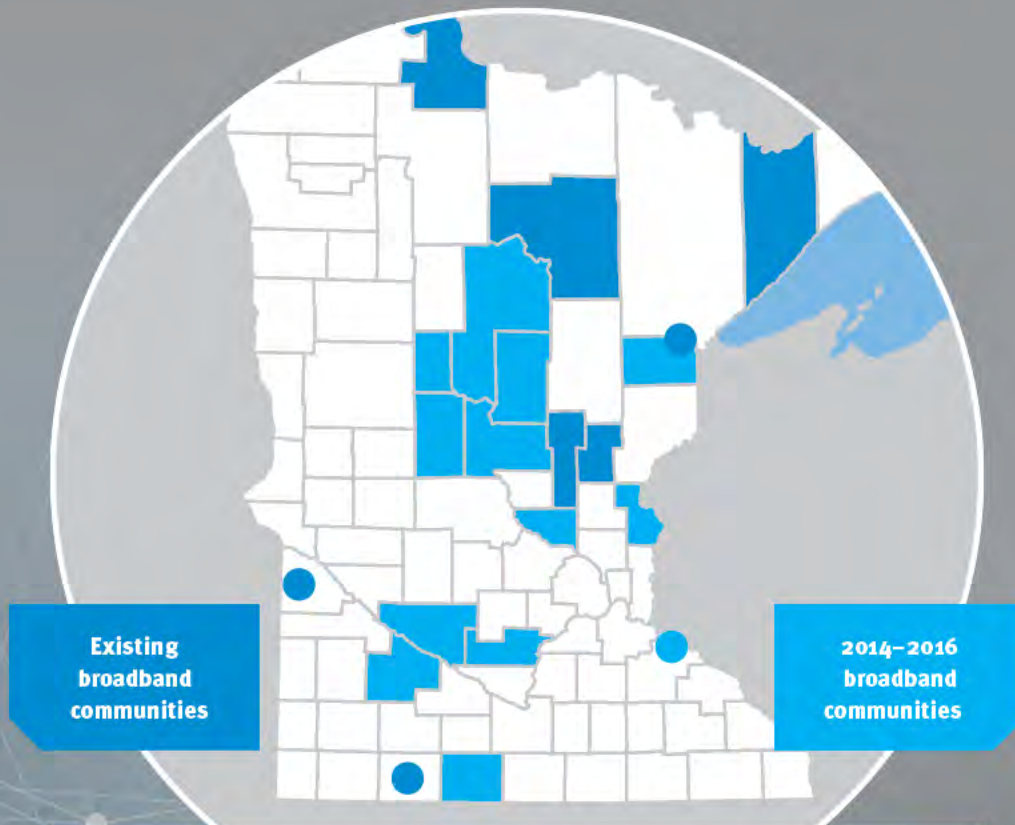
Organic growth

Amid the exciting growth directly attributable to expansion, Speedway's organic growth remains undiminished. Currently, the company has an aggressive growth and remodeling plan in all states where it owns stores.

These new areas of expansion will soon be able to benefit from the same fuel card programs already enjoyed by longtime municipal Speedway LLC customers — saving fleet managers time on reporting paperwork and the headache of procuring rebates on fuel. ■

Focus on:

Technology



“Thanks to community leaders across the state, Minnesota is making important strides toward ensuring that rural places and the economically and socially disadvantaged are not left behind. That momentum can’t stop.”

Bernadine Joselyn, director of public policy and engagement

Read more about Minnesota's broadband expansion on page 28

“Narcotic agents use the data to bust methamphetamine makers. With the data, sometimes they’ve been able to watch and see a purchase history going on, and then intercept people coming home—as they’re on the way to go home to make meth.”

Aaron Davis, marketing analyst, Appriss

Read about other law enforcement innovations on page 18

Did you know?

In a case study conducted by Hootsuite, it was found New York City reaches 5,483,640 individuals digitally each month through:

280 social media channels

2,750 media updates

15 smartphone apps

Source: hootsuite.com/resources/case-study/a-new-york-city-case-study

Did you know?

25 megabits per second

The benchmark for broadband, updated this year by the Federal Communications Commission is now 25 megabits per second for downloads and 3 Mbps for uploads

Learn more on page 34

While hacking, or unwanted electronic incursions into the IT system, spring to mind at the thought of data breaches, it only accounts for 20.44 percent of all breaches.



Certificates of Waiver or Authorization are available to government entities that want to fly an unmanned aerial systems in civil airspace — common uses include law enforcement, firefighting, border patrol, disaster relief, search and rescue, military training and other governmental operational missions. Below are the COAs issued by year:

Source: www.faa.gov/news/factsheets/news_story.cfm?newsId=18297

| 2009: | 2010: | 2011: | 2012: | 2013: | 2014: |
|-------|-------|-------|-------|-------|-------|
| 146 | 298 | 313 | 257 | 423 | 609 |

“With 3-D modeling, you are able to clear away much of the fear by actually showing what impact the changes will have.”

Chuck Wright, senior product manager for FacilityDude Mobile 311:

Find out how to add dimension to city planning on page 24



Evolving toolset

It's all about that technology and bandwidth

By SARAH WRIGHT | The Municipal

AN UNSTOPPABLE JUGGERNAUT, technology is growing by leaps and bounds. Its onward march has forced law enforcement agencies nationwide to think long and hard about what technologies they adopt, in addition to how and when.

Chief Bradley Wentlandt, with the Greenfield, Wis., Police Department, stated, for many years law enforcement agencies have gone about acquiring new technologies like any other new piece of equipment on five- to 10-year basis; however, with the rate of advancement, “we’ve really had to look at them in real time.”

He added, “We try to be responsive and agile in getting technology into the hands of officers so they can do their job better.” Due to this approach, plus the increase in subscription and cloud-based technologies, he noted, when it comes to budgeting, departments are moving away from the capital fund and drawing from the operations fund.

And really there is a smorgasbord of technologies available for agencies to choose from. While there have been challenges to bringing them on board, many departments are finding the benefits often outweigh the bumps along the way.

High-tech tools of the trade

Chief Rick Scarbrough, with the Clinton, Tenn., Police Department, said, “GPS has proven to be a tremendous tool for public safety. Departments are capable of linking patrol units with supervisors and dispatchers through the installation of GPS systems. Supervisors may view mobile data terminals to monitor location of patrol units. This knowledge allows for proper deployment of resources. Dispatchers use GPS-provided locations in their computer-aided dispatching software.”



With increased technology in squad cars, connectivity is increasingly important. Greenfield, Wis., Police Chief Bradley Wentland stated, "One of the things we've had to do was upgrade vehicle modems to higher capacity vehicular modems to hold the connection and provide greater bandwidth — also turning the car itself into a WiFi hotspot." (Photo provided)

Greenfield, Wis., Police Department uses two large hockey puck-shaped Garmin GPS antennas — one feeds the Panasonic Arbitrator video system and the other feeds the Sierra Wireless Verizon modem — plus a GPS antenna for its mobile CAD and a small barrel antenna for its 800MHz police radio antenna. (Photo provided)

"GPS has proven to be a tremendous tool for public safety. Departments are capable of linking patrol units with supervisors and dispatchers."

He added following E911 calls, GPS enables them to find the original location of the call. "This is useful when a victim is in need of assistance, but may not be able to provide their location. Also, GPS may be

used to locate a missing person who is in possession of a functional cellphone."

On a national level, of course, the big talking point is squad car video and body-worn cameras. Scarbrough explained both car video and body-worn cameras are being used for the collection of evidence; however, perspective of use is where the two technologies differentiate. "In-car is designed to capture activity in and around the vehicle while body-worn cameras

are designed to capture evidence from a single officer's point of view."

He noted, "Law enforcement leaders in many agencies have elected to forgo in-car video for the less expensive option of body worn. However, if evidence collection is the goal, in-car video is clearly the choice to make. In-car video can provide 180 degree field of view of an entire traffic stop; whereas, body-worn cameras only provide 180 degree view from where the officer is facing."

Another thought that should be considered is the trigger or powering of the two options. Options exist with in-car cameras that allow them to be "triggered" on when emergency signals or lights are activated, or when the vehicle reaches pre-determined speeds, such as 65 mph.

"Body-worn cameras must be manually activated. During stressful situations, an officer may mistakenly fail to activate a body-worn camera," Scarbrough said. "If the mistake were to occur during an incident that required review or scrutiny, it would create a perception that the department was covering up improper behavior or withholding evidence."

He stated for departments with body-worn cameras, it is important to allow the officer to review the video if necessary to complete the report for the sake of accuracy. "It should be the goal of each agency to provide an accurate report and by allowing an officer to review the video aids in doing so. ►





Unmanned aerial vehicles will continue to draw the eye of law enforcement agencies with the many possibilities they offer when it comes to search and rescue, suspect searches or narcotics operations. (Shutterstock photo)

It is scientifically supported that officers suffer from some memory loss following traumatic incidents."

On the subject, Wentlandt said, "We've taken a cautious approach (toward body cameras). When technology emerges, there are always those jump on board—but technology changes fast and there are always updates and improvements. We want it to mature." He added, "We are reaching the point where we're ready to go."

Another concern that has kept Greenfield from jumping has included what to do with all the footage obtained by the cameras. "We'd need a full-time employee or more to remove or redact (footage) for release." Wentlandt noted sometimes innocent or uninvolved parties might be within the frame, or protected speech might be heard. "It's time consuming. It can only be done with the touch of human hands."

He added license plate readers have been another game changer; however, they, too, come with civil liberty concerns, particularly when it comes to proper storage.

For addressing those storage concerns, Wentlandt said, "We are part of a consortium of about 20 agencies, and we are hosting the service at our department." In times past, he noted storage has been expensive; however, "storage is very cheap now."

Similar to centralized data storage, he stated many agencies are coming together on computer-aided dispatch systems and 911, making them centralized as well since there is no real reason to have them separated anymore. "The greatest challenge is bandwidth."

Connectivity is important, whether it is with a cellular or Wi-Fi provider, especially with all the technology in squad cars—however, there are challenges. Bandwidth is often shared between public safety agencies and the public. Wentlandt noted there is a new initiative, FirstNet, which will ensure the building, deployment and operation of a nationwide public safety broadband network.

"Right now most agencies are using commercial networks," he said. "If this (FirstNet) comes to fruition, it will create a segregated bandwidth just for public safety."

Currently, FirstNet is just getting off the ground and is in the process of having consultations with federal, state, tribal and local public safety entities. Wentlandt noted Wisconsin had its consultation, and it would ultimately be up to the governor as to whether or not the state participates. However, he sees many benefits for having a protected and segregated public safety network, especially during major sporting events or in the event of a mass casualty incident that would have a lot of people on devices competing for bandwidth.

Bandwidth will also play an important role with the increase of cloud-based and subscription-based services states and departments are signing up for, in addition to the consortiums they are putting together.

Public safety services

Many law enforcement agencies and states are banding together and utilizing public safety services as well. One such public service, VINE, or Victim Information and Notification Everyday, came about after the 1993 murder of Mary Byron in Jefferson County, Ky., at the hands of her former boy-

friend who was released from prison without her being notified. The service—unveiled by Appriss in Louisville and Jefferson County a year after Byron's death—provides automatic notification to a victim when an inmate is released. The service is connected to jail management and the department of corrections, providing close to real-time notifications.

"They can sign up for free," Aaron Davis, marketing analyst with Appriss, said in regards to victims. "It allows them to take whatever precautions they need to in order to be safe." While the service greatly benefits victims, law enforcement agencies are also aided by it since it eliminates the need to manually notify victims—particularly for departments who might not have the resources to do so—and allows agencies' staff to focus on their core responsibilities.

Appriss' nationwide JusticeXchange is service directly for law enforcement agencies. "It uses real-time booking information," said Davis, allowing agencies to "look for persons of interest who might be in other jails." Agencies can also put out notices on persons of interest, too, so they are notified if the individual is booked by another agency. "It also provides in-depth reporting and other tools."

Several states, including local law enforcement agencies, are also on board for CrashLogic, which tracks crash data within a state and runs analytics. "It allows states to make data-driven decisions through law enforcement and to address areas experiencing trouble," Davis said. "It is offered for free to law enforcement."

Another bonus, according to Davis, is it keeps data and reports uniform across a state. "We have good partnerships with a lot of states," said Davis. "We really do try and meet customer service expectations and help them hit their goals." He noted some of the states they have worked closely with include Indiana, Kentucky, Illinois, Georgia, among others.

The service is tied to BuyCrash.com, which allows community members and insurance agencies to obtain crash reports without having to drive to a department. The requester pays a small fee, which allows Appriss to provide its CrashLogic for free to law enforcement agencies. Since it is managing both CrashLogic and BuyCrash, it frees up police staff who otherwise would have handled such requests for accident reports.

"If this (FirstNet) comes to fruition, it will create a segregated bandwidth just for public safety."

NPLEx, or the National Precursor Log Exchange—another Appriss service—has been of help to narcotic officers combatting methamphetamine use. "We provide (NPLEx) to thousands and thousands of pharmacies nationwide," Davis said, noting it provides real-time

“What would have taken a helicopter and crew can now be done out of a trunk with an operator and observer.”

electronic logging systems used by pharmacies and law enforcement agencies to track sales of over-the-counter cold and allergy medications that contain precursors.

“Those purchases get tracked by us and flow through our database, providing a history to law enforcement,” he said. “Narcotic agents use the data to bust methamphetamine makers. With the data, sometimes they’ve been able to watch and see a purchase history going on, and then intercept people coming home — as they’re on the way to go home to make meth. It’s been super valuable to narcotic officers.”

The state of Kentucky is getting ahead of the game after working with Appriss and Homeland Security on a new e-warrant system. “It’s been a real solution for them,” said Davis.

“It’s increased their ability to serve

warrants in a timely manner and decrease their backlog.”

According to Appriss’ website, prior to the new system a 2005 study of the Kentucky court system found 365,000 to 385,000 unserved warrants across the state. The average length of time to serve a warrant? Six hundred seventy-four days. Since the eWarrants launched, approximately 1.68 million records have been submitted. The average number of records authorized per day is 1,010 with the average number of warrants being served per day placed at 913. Within one week, 40 percent of all warrants have been served; 50 percent are served within 24 hours and 15 percent are served within one hour.

The program also allows law enforcement officers to log the number of service attempts, additional locations where the individual may be found and any cautionary notes about an individual who may be dangerous. Due to its link with the FBI’s National Instant Criminal Background Check System, firearm regulations are being upheld at higher rates since disqualifiers are being set for individuals with active warrants immediately upon authorization.

“E-warrants has been a phenomenal help to them (Kentucky),” Davis said.

Many other unique services also exist for law enforcement, placing the odds in favor of agencies being able to find a solution that works best for their department.

Finger to a community’s pulse

“From a community standpoint, a vast majority (of agencies) have embraced or are embracing social media,” said Wentlandt, noting when the technology first emerged, many thought it was a fad but have since welcomed it. “It allows departments to connect at a grass roots level with constituents.”

In Greenfield’s situation, as a city in a metro area, social media has allowed the department to get out a lot of positive things they do in addition to information about crimes ►

Greenfield, Wis.: Call in the troops

When it comes to technology, Chief Bradley Wentlandt of the Greenfield, Wis., Police Department stated, “The average police officer would never use the technology at home that we ask them to put up with in the workplace.”

However, he noted new officers are coming into the ranks who have grown up with technology, making them ideal for getting fresh, possibly unthought-of ideas for current technology. He shared an anecdote involving a financial fraud case that ended with the department getting ownership of 40 iPads.

“We decided to deploy iPads to every sworn officer,” he said, noting they had to purchase a few to fill in gaps. And with that decision, they also posed a question to officers: What could they do with them? “The ideas just started rolling in.”

From utilizing the iPad for electronic forms rather than paper ones to being able to show surveillance videos to witnesses, Wentlandt noted the suggestions were all things they couldn’t have done before the iPads — proving input from officers can be invaluable.





LEFT: License plate readers — like this one on a Greenfield, Wis., Police Department vehicle — are a new technology making a difference for law enforcement agencies. Helpful for finding stolen vehicles or suspects with criminal warrants out, these devices have been earning their keep with many departments; however, license plate readers do come with civil liberty concerns, especially when it comes to storing data. (Photo provided)

BELOW: VINE, or Victim Information and Notification Everyday, provides close to real-time notification to a victim of domestic abuse when a inmate is released, allowing them to take needed precautions to remain safe. Law enforcement agencies are also aided by it since it eliminates the need to manually notify victims — particularly for departments who might not have the resources to do so. (Photo by Sarah Wright)

“Social media allows departments to organically get information out... Then there is also the intelligence gathering aspect of social media.”

in the community — things that might never have made it into the metro news cycles. “Social media allows departments to organically get information out.” He added that with it, information can be targeted toward the audience trying to be reached and also allows for rapid dispersal of that information. “Then there is also the intelligence gathering aspect of social media.”

Numerous times social media has proven beneficial for investigative purposes. One example occurred in October when a police officer used emerging social media platform Periscope to locate a woman in Florida who was driving under the influence and live streaming it. Once her location was ascertained via the footage, officers pulled her over, potentially saving lives including her own.

“I’ll be the first to admit that social media may not be effective in all communities,” Scarbrough said. “However, it has become today’s accepted most popular form of communicating. If developing relationships with your citizens is important, then allow social media to make those introductions.”

He added, “There are many options to choose from. For example, Facebook is the choice we have made, but I will probably also begin using Twitter soon.”




On the horizon

As for stock tips on what it is to come, Wentlandt said, “Unmanned aerial vehicles.” He added he doesn’t like calling them drones; however, he does like the possibilities offered by them: such as fixing an infrared camera onto a UAV and being able to go over woods. “It would put police dogs out of a job,” he said.

UAVs have the ability to cover a wide area with very little manpower needed and at a low cost. It’s perfect for search and rescue, suspect searches — such as a suspect fleeing a hit and run accident — and narcotic officers. “It’s every search and rescue officer’s dream,” he added. “What would have taken a helicopter and crew can now be done out of a trunk with an operator and observer.”

While IACP’s conference is now past, at the time of being interviewed, Wentlandt stated he expected to see an increase in UAV vendors at the event. And while the rise of UAVs opens several possibilities, like license plate readers and cloud-based services, it also raises civil liberties concerns.

“Law enforcement has long been the secret keepers of the community,” he said. “We often see people at their most vulnerable.” He remains optimistic that longstanding tradition will continue, even with advancing UAV technology.

And with the Federal Aviation Administration’s interim ruling on UAVs, allowing law enforcement agencies to use them for suspect searches and search and rescue missions, several agencies are already applying to bring them on board. 

On the Web

Check out www.appriss.com and www.firstnet.gov for more information on some of the technologies discussed in the article.



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LEFT: This image represents a 2-D data view of the Geographic Information System, which is from a public website, ConnectGIS, hosted by FacilityDude's GIS Solutions. (Photo provided)



BELOW: Pictured is a third-party oblique (2.5-D) view of the same area, also from a public website. (Photo provided)

Adding perspective

3-D modeling

By AMY WENGER | The Municipal

Not so long ago, the notion of applying the principals of three-dimensional concepts to a world ingrained in two-dimensional thinking seemed abstract and counterproductive.

These days, an enhanced sense of perception has been infused with greater means of education to help people realize the benefits to be garnered by literally thinking “outside the box.”

Such is exceptionally true among certain practices of city planning. The usage of 3-D

mapping has soared in recent years, in many cases keeping on trend with or outpacing technological advancements.

Chuck Wright is a senior product manager for FacilityDude Mobile 311, a firm that specializes in Geographic Information System, or GIS, software and mobile mapping solutions.

He offers this observation: “Mapping technology has continued to advance, capturing more types of data as well as refining existing data in more detail. So traditional 2-D building footprints are giving rise to 3-D building models. 3-D modeling allows a greater richness in presentation so communities of all sizes can capture areas that are a focus of development.”

The usage of three-dimensional imagery on a communal scale is by no means a recent phenomenon. As far back as the late 19th century, the U.S. Geological Survey obtained authorization to begin topography studies and surveys, which allowed for mapping of the land contours of the nation. The information that was gleaned in this process proved very beneficial, such as offering estimation on where flooding would be most likely to occur.

Wright noted, “Since that time, technology has advanced to the point where capturing and modeling 3-D data has become much easier and has increased the number of uses. So now, when speaking of 3-D modeling, we more commonly think of modeling ▶



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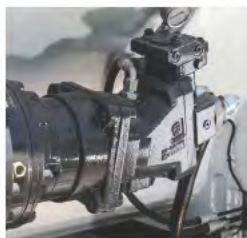
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“Traditional 2-D building footprints are giving rise to 3-D building models. 3-D modeling allows a greater richness in presentation.”

buildings and other structures, though it can also be extended to any area, including underground utilities and building interiors.

For example, when cities are looking for reinforcement on zoning restrictions with regard to building height or appropriate signage, 3-D modeling can be developed to illustrate a “translucent bubble” of existing parameters. And then, when a building or sign placement exceeds those maximum limits, they can be seen “bursting” the bubble. Those same models can be utilized as virtual tours as well, even simulating a line of vision. In this way, planners can get a better sense of how their surroundings are impacted by other landmarks, sites and buildings.

Esri, another supplier of GIS and geodatabase management applications, recently unveiled a new endeavor that has offered a new planning strategy for communities, while simultaneously giving the general public access the same ease of navigation for browsing and data collection. The system is known as ArcGIS Earth, and it

combines Keyhole Markup Language with the use of other applications. KML is used to express geographic annotation within Internet-based two- and three-dimensional Earth browsers. Through the use of ArcGIS, people can view streetscapes and Living Atlas data. Patrons can also design their own basemaps and other user-friendly amenities, all of which can be shared among fellow users.

Another stroke of innovation was demonstrated by the design firm Tangram 3-DS. The company worked extensively with the city of Portsmouth, N.H., to help civic leaders strike a balance between preserving and maintaining the city’s historic districts with the city’s growth and evolution. Tangram 3-DS assembled a team to create a 3-D “massing model,” in which they crafted hundreds of buildings in a very basic format, yet working with the correct proportions of the existing cityscape. The next phase of implementation was to add hypothetical facades, building materials and other architectural detailing to ensure a fitting marriage of past, present and future. All the while, the process was giving designers, developers and other key players in local government a chance to see what would, and what would not, be feasible.

“Historic and tourist districts are frequently among the first to be modeled,” Wright verified.

“This allows architects to present any proposed changes in such a way that planners are able to see exactly what impact proposed changes would have in these areas.”

It might be an assumption that such progressive technology would be ideally suited for metropolitan areas and possibly out of the realm of logical practice for small- to medium-sized cities and towns. Not so, assures Wright. “The software required for 3-D modeling is very affordable; however the costs are wrapped up in the actual labor required to generate the models themselves. The good news is that it is a scalable process, as smaller communities have smaller models to work with. Like any data model, it will need maintenance to stay current with real-world changes, so budgeting for data maintenance should always be considered.”

Perhaps most importantly, Wright added, is that 3-D mapping can allow the public to champion any changes or enhancements that will ultimately be of tremendous benefit to their community. “The public is considered to be a key stakeholder in any planning activity,” he says. “With 3-D modeling, you are able to clear away much of the fear by actually showing what impact the changes will have. This often changes someone’s perception from one of apprehension to, ‘Hey, I like it!’” ■

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Investing in broadband brings benefits to rural cities and communities

By DENISE FEDOROW | The Municipal

HIGH-SPEED INTERNET ACCESS has become as much of an indispensable infrastructure as roads and transportation systems were viewed years ago, according to Michelle Riley, community and economic development specialist at the Minnesota Initiative Foundation, in an article titled “Wired—MN Backbone.”

There are many others who’d agree with Riley’s statement, particularly municipal officials trying to entice new business and industries to their cities and towns.

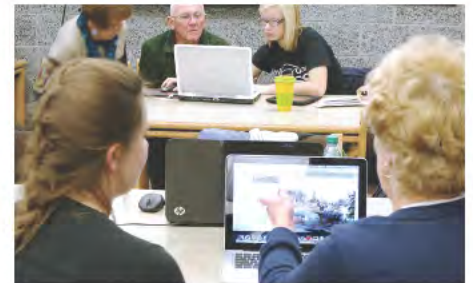
The state of Minnesota has had several champions to its cause of providing high-speed Internet access — among them the Minnesota Initiative Foundation, the Minnesota Intelligent Rural Communities organization and the Blandin Foundation — all of whom have either conducted studies, provided funds or both to improve the broadband access to rural communities.

Blandin Foundation

In 2002 Blandin Foundation decided to strategize about what it would take to have cities, towns and rural areas in Minnesota fully utilize broadband-based technology. To that end it set out to further awareness of its value, increase business and residential use of broadband and strengthen public and private investment in rural broadband capacity.

According to its website, www.blandinfoundation.org, Blandin Foundation believes high-speed Internet access revolutionizes business, government, education and lifestyles. It creates new jobs and puts workers in competitive skill and wage levels with others around the globe.

Since making broadband access a focus in 2003, Blandin Foundation has partnered with leaders in 70 communities and 110 organizations across the state of Minnesota. Hundreds of projects and programs were



Students and seniors in Lake County, Minn., participate in inter-generational computer training. Lake County is a Blandin Broadband Community, a part of the expanded program sponsored by the Blandin Foundation to provide funding for broadband access to rural communities in Minnesota and ensure access for the senior population. (Photo provided by The Blandin Foundation)

made possible through these partnerships and grant donations.

Blandin Foundation announced in August that it was extending that focus through 2016 with up to an additional \$1.5



“Broadband access—and the skills to use it—are essential to expanding opportunity for all.”

million in grants and technical support to rural Minnesota communities. The Aug. 24 press release stated that 30 grants totaling \$314,513 would be going to Minnesota leaders to assist growth of high-speed Internet access and strengthen existing work happening in communities that have been designated as Blandin Broadband Communities (2014-2016) or Minnesota Intelligent Rural Communities (2010-2013).

Some of those communities in the extended program include Carlton County, Central Woodlands (east central Minnesota), Chisago County, Martin County, Redwood County, Red Wing, Renville/Sibley counties, Resilient Region 5 (north central Minnesota) and Sherburne County, which were all successful in leading their communities' bids to become Blandin Broadband Communities.

Communities were selected based on demonstrated commitment to work together across sectors to set and meet information technology goals and bridge digital divides.

They will join eight existing Blandin Broadband Communities already making progress toward meeting their technology goals. Fond du Lac Reservation, Itasca County, Kanabec County, Lake County, Lake

ABOVE: Students participate in a teleconference session in the Itasca area of Minnesota as part of a Minnesota Intelligent Rural Communities and Blandin Foundation study to bring broadband access to rural areas. (Photo provided by The Blandin Foundation)

BELOW: Participants in a Project FINE class in Winona, Minn. Aside from language skills, Project FINE in Winona also provides business training and individualized support for immigrant and refugee entrepreneurs. Winona is a Blandin Broadband Community. (Photo provided by and courtesy of The Blandin Foundation)



of the Woods County, Lac qui Parle Valley School District, Mille Lacs County and Southwest Minnesota Broadband Services all have made the commitment to continue their community broadband work in partnership with Blandin Foundation through 2017.

“At Blandin Foundation we recognize that broadband access—and the skills to use it—are essential to expanding opportunity for all. ▶



Broadband saves lives, increases home values

According to an article in IQ magazine, a quarterly publication of the Minnesota Initiative Foundation, broadband Internet access does more than just help businesses and schools—it can help save lives and increase the value of a home.

A stroke neurologist at St. Cloud, Minn., Hospital, Dr. Muhammad Fareed K. Suri, said he and his colleagues use broadband-powered telemedicine to bring specialized care to residents of the state's rural communities, giving them access to the kind of care found in large urban hospitals.

Dr. Suri said when a patient comes into a participating regional hospital with stroke-like symptoms, that patient can be assessed through online hookups by physicians hundreds of miles away in St. Cloud.

In the article titled, “Wired, MN backbone,” www.ifound.org/initiative-quarterly/generation-next/wired-minnesota-broadband-backbone, Dr. Suri said after the patient is examined by the local physician, they can then be hooked up with the team in St. Cloud.

“We can look at the CT scan over the Internet. We can look at the labs. We can place orders at the same time as we are talking to the patient and the patient is speaking to us. It is like we are right there in the room with the patient and the nursing staff,” he said.

The remote stroke treatment program is called Telestroke and Dr. Suri said for those who are wired to the CentraCare Health System it's been a lifesaver.

Having broadband access widely available has implications across all spectrums from health care to education, economic to environmental influence and simple quality of life issues.

The Blandin Foundation researchers also predict that in the very near future having fiber optic broadband service directly to a home will be an essential feature, and they estimate it can raise a home's value by \$5,000.



Windom, Minn.'s Network Operations Center with the META switch shown. In 2008–2009 it joined a consortium with eight other communities and partnered with Southwest Minnesota Broadband Service to help provide access to communities outside of Windom, according to City Administrator Steve Nasby. (Photo provided by Windom, Minn.)



Communities have told us this for over 12 years, and it is the foremost reason why we've renewed our commitment to broadband," said Bernadine Joselyn, director of public policy and engagement. "Thanks to community leaders across the state, Minnesota is making important strides toward ensuring that rural places and the economically and socially disadvantaged are not left behind. That momentum can't stop."

In an earlier partnership with MIRC, 11 communities were beneficiaries of Blandin grant funds and support. The 11 "demonstration communities," as they were called, were measured at the start and end of the program on certain indicators in areas such as marketing and advocacy—the overall quality of online economic development, digital inclusion—percentage of households with any type of Internet access and the price of broadband, broadband penetration, education performance, plus attainment and innovation by business and government.

MIRC has also stated that it believes "broadband is the new essential utility—as vital to economic growth as clean water and good roads."

The study took place over 18 months and the statistics of all the communities combined showed an overall 9.4 percent improvement. Across the board the category that showed the greatest improvement in the shortest time at the least cost was marketing and advocacy where scores improved by 26 percent. The next greatest improvement was in digital inclusion. The average cost of megabits per month in the demonstration communities was \$72 versus \$11 for densely populated areas. At the end of the study, the cost had not gone down, but the expanded public access and locations raised scores 14 percent.

One demonstration community that showed the greatest improvement from start to finish in nearly all categories was Windom, Minn.

Windom, Minn.

Windom is a city located about two hours from Minneapolis in Cottonwood County. It had a population of 4,464 in the 2010 census.

City Administrator Steve Nasby explained the history of broadband in the city—some of which took place before he took his current position.

He said that in 2004 the city passed a referendum that embarked the city on a journey of building its own system. Nasby said to his knowledge the city received Blandin Foundation funds a couple of times with the first time being around 2006 when it received \$100,000. It used the funds for its PC's for People program and to help build its broadband system.

Nasby said the city already had its own cable system, so when the referendum passed it was able to upgrade their existing system. The PC's for People program refurbished donated computers and distributed them to lower-income communities and the elderly, who also received reduced Internet rates for a period of a year.

Also in about 2008–09, Windom worked with eight other nearby communities to create a consortium. They then applied for and received federal grant money to bring fiber optics to those communities. Nasby said Windom Net had a B2B relationship with Southwest Minnesota Broadband Service to partner to bring the service to the homes.

"We act as a hub and sell the service to them," he explained.

All this occurred prior to the inclusion as a demonstration community in the 2010–13 MIRC/Blandin Foundation study. They had the infrastructure in place and now needed to know how to help businesses and residents better utilize it. They created FindingWindom.com, a community portal that helped businesses create a strong online



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“Minnesota is making important strides toward ensuring that rural places and the economically and socially disadvantaged are not left behind.”

presence. As a result, by the end of the study, they had a 30 percent increase in marketing and advocacy scores.

The city also made substantial investments into videoconferencing equipment, and computer and training opportunities were made available at Windom’s Business, Arts & Recreation Center and Windom Education and Collaborative Center. It created teleconferencing capabilities and public access to higher education classes — something it had never had before. It had the largest increase in the education category of the demonstration communities at 16 percent. Residential and business subscriptions increased from 63 percent to 70 percent.

It also installed laptops in all 14 emergency vehicles; purchased iPads for Windom High School, which students utilized for innovation and interactive learning; and obtained wireless routers for Windom schools and iPads for Windom Hospital, allowing patients to look up medical records, etc.

Nasby said the benefits of being a recipient of this type of investment have been widespread. Just having the infrastructure allows for things like video streaming and increased quality of Internet access. The broadband access has been key to the city’s businesses. ▶

FCC’s Connect America Program

In August of this year, the Federal Communication Commission also expanded and extended its programs to ensure that rural communities have access to broadband Internet service.

Ten telecommunications carriers accepted \$1.5 billion of annual support for rural broadband deployment from the Connect America Fund in Phase II of the program, which together with the carriers’ own investment, will expand broadband to 7.3 million rural consumers in 45 states and one US territory in the next few years.

According to the FCC, nearly one in three rural Americans lack access to 10/1 (10 megabits per second download to 1 Mbps upload) versus 1 in 100 urban Americans. The Connect America Fund is also designed as an incentive for private investment by carriers through subsidies that reduce the cost of expanding the network to remote rural areas.

Carriers who received the funds must build out the broadband to 40 percent of the funded locations by the end of 2017, 60 percent by the end of 2018, 80 percent by the end of 2019 and 100 percent by the end of 2020.

AT&T received \$427,706,650 to provide access to 1,117,806 homes and businesses; CenturyLink received \$505,702,762 in funding for 1,174,142 homes and businesses; Frontier received \$283,401,855 to provide service to 659,587; and Verizon received \$48,554,986 to provide broadband to 114,610 homes and businesses.

Also receiving funds were Cincinnati Bell, Consolidated, Fairpoint, Hawaiian Telecom, Micronesian Telecom and Windstream.

The states receiving the highest allocation of funds included California with \$98,330,096, Wisconsin with \$95,438,696, Texas with \$93,131,882, Missouri with \$93,728,312 and Minnesota with \$85,622,871.

FCC Spokesperson Mark Wiegfield said this is all part of the FCC’s Universal Service Program, which calls for affordable access for all — those in rural areas, low-income households and the elderly.

“We believe broadband is a very important form of communication for all Americans,” he said. “It’s so critical for education, for jobs, etc.”



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“Even if you have the basic backbone and just have city hall or a county building connected, once it’s in place that gives you leverage.”



Windom is home to one of Toro’s plants and it’s probably the largest employer. Broadband access has given the Toro employees the ability to move CAD files and share information with its headquarters in Bloomington, Minn. — things that are imperative in the modern workday.

The Toro plant just expanded its facilities, adding a 125,000-square-foot warehouse. “That was directly tied to our ability to provide broadband,” Nasby said. “Broadband has become one of the basic utilities and imperative to maintain existing and attract new businesses.”


He said that Windom was recently designated as a primary data center site — “a principle location on the Internet Super Highway,” he added.

For other cities or states looking to incorporate broadband into their communities, he said the first decision is whether to go with an incumbent provider or create your own infrastructure.

“Even if you have the basic backbone and just have city hall or a county building connected, once it’s in place that gives you leverage,” he said.

Nasby said that seems to be the biggest question when it comes to broadband, and in the state of Minnesota, the option to go either way is provided — which in Nasby’s opinion is the right way. He said in a lot of cases there’s an incumbent provider, and if you can go that route, great but it didn’t work out for them so the taxpayers voted to create their own utility.

By definition, broadband Internet includes any high-speed Internet service (10 megabits per second download) whether it is delivered by cable, DSL or fiber optic lines. Most municipalities where high-speed Internet access is already available are referring to fiber optics when they speak about broadband, but it’s important to note that in remote rural areas where no form of high-speed access was previously available, it can also mean cable or DSL.

However, the Federal Communications Commission updated its benchmark for broadband to 25 megabits per second for downloads and 3 Mbps for uploads this year, increasing the number of rural homes and businesses that would be considered without access. 

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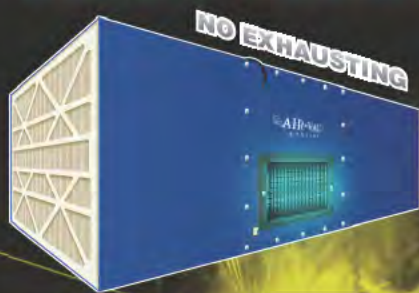
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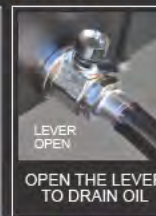
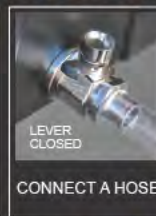
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Training and policies slash risk of data breaches

By LAUREN CAGGIANO | The Municipal

There's no such thing as too much action when it comes to preventing data breaches at municipalities, according to one expert in the field.

For more than three decades, NW3C has worked to support the efforts of state and local law enforcement to prevent, investigate and prosecute economic and high-tech crime. Dr. Gerald Cliff, the center's research director, shared some statistics that underline the importance of proactive measures.

"Defenses will depend on the various types of data breaches a governmental entity is attempting to protect itself against: almost half (48.32 percent) of reported breaches in the governmental sector occur through

preventable means," he said. "Hacking, or unwanted electronic incursions into the IT system, only accounts for 20.44 percent while the combined categories of unintended disclosure (27.15 percent) and hostile insider (20.44 percent) account for 48.32 percent of data breaches reported in the governmental sector."

According to Cliff, the best way to minimize or reduce such intrusions is "through policy and training, enforcement of rules regarding the authorized use of access to confidential databases and double checking the everyday

administrative duties of staff to assure that there are no oversights through carelessness."

Similarly, complacency can mean significant losses. As the aforementioned statistics indicate, the majority of data loss could be prevented through easy and cost-effective methods. In Cliff's opinion, it comes down to proper training and placing emphasis on adherence to agency policy.

It also never hurts to assume the worst. In Cliff's words, "It can generally be assumed that if an entity maintains a database of confidential information, there will be some form of data breach it will become a victim of." That said, decision makers should plan for the inevitable before it happens so that damage is able to be minimized and recovery time kept at a minimum. Something as simple as having an emergency plan in place in the ►

A look at data breaches

Different types of data breach yield different examples. Here are a few notable ones from the recent past:

Unintended disclosure:

In Port Clinton, Ohio, letters were mailed between May 25 and July 5 and contained protected health information of individuals from 1,622 households. The problem was identified July 1 when a resident notified county workers after receiving a letter not intended for the resident. The technical error was corrected by the Governor's Office of Information Technology July 5.

Lost or stolen non-electronic or physical records:

In Wexford County, Mich., assessors had the files with them while they were going door-to-door taking measurements, according to the Wexford County Equalization Department. Someone took a crate full of more than 35 assessment record files that contained sketches and property values, but 15 of those documents had principal exemption affidavits in them that contained Social Security numbers.

Hacking:

In Louisville, Ky., the personally identifiable information of potentially more than 10,000 Louisville metro workers who have Concentra health insurance may have been impacted by the Medical Informatics Engineering breach on June 10. An investigation of the breach indicated that it was the result of a "sophisticated cyber attack."

Malicious insider attacks:

In Kansas City, Mo., an IRS employee was accused of booking a vacation and a shopping spree while on the clock with stolen credit card information. Weisha Jackson was charged with stealing credit card information from another employee while working at the Kansas City Internal Revenue Service campus. According to court documents, Jackson used the stolen credit card and IRS IP address to book more than \$1,600 in Expedia flights in her name and pay her utility and T-Mobile bills.

Lost or stolen electronic portable information storage devices:

In Lancaster County, S.C., Emergency Medical Services discovered a safe used to store unencrypted flash drives securely had gone missing. County officials stated they have no reason to believe that the information has been used inappropriately, but there is a risk that the safe has been opened and the contents — two flash drives and two computer hard drives — may have been accessed. Up to 100,000 individuals' personal identifiable information may have been compromised.

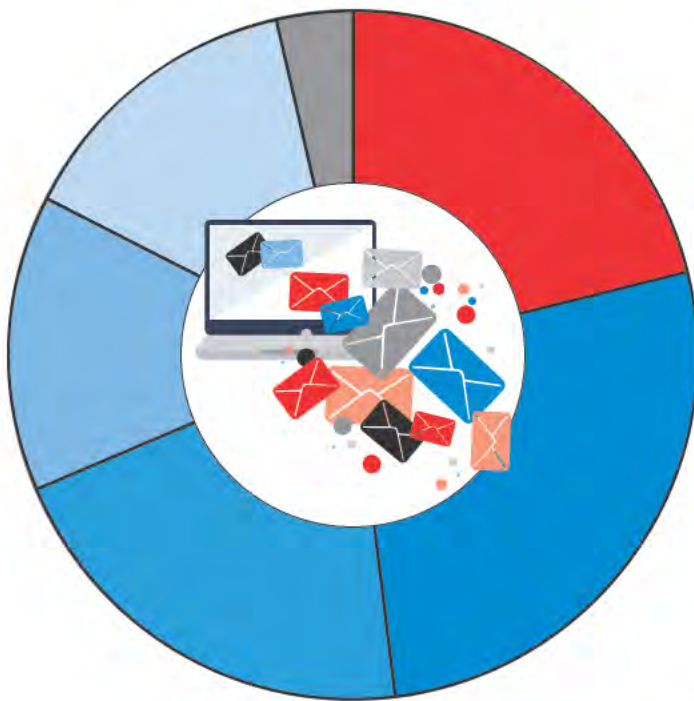


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There is no single location to which a victim of a data breach can or must report an incident. There are, however, a number of sites throughout the Internet that track various reports of such incidents, including the following: U.S. Government Department of Health and Human Services, Department of Labor IG's office, ITRC website, databreaches.net, the privacy rights coalition, Internet Crime Complaint Center as well as via a review of the various U.S. attorney's and States AG, websites. The statistics below are derived from a database of 963 reported incidents of governmental data breaches occurring since 2010, gathered by NW3C from these sites. (Data provided)

BREACHES IN THE GOVERNMENTAL SECTOR:

- **hacking:** 21.17%
- **unintended disclosure:** 27.15%
- **hostile insider:** 20.44%
- **lost/stolen physical records:** 13.84%
- **lost/stolen portable devices:** 14.05%
- **other:** 3.36%

event of a cyber intrusion or data breach, Cliff said, can significantly mitigate the costs of such an event.

Another common oversight that can lead to substantial financial loss for a governmental entity is the failure to include data breach coverage in its insurance policy. The cost of hiring programming and digital forensics experts, purchasing software to prevent or recover from a cyber attack, tracking the origin, investigating the incident to identify the perpetrator and then attempting to prosecute all come with significant price tags. Depending on the number of individuals' personal information compromised, these costs could prove "financially devastating," Cliff added.

Speaking of devastating, Cliff cited specific data that shows just how these types of attacks can be to both public and private entities. He pointed out that although his organization does not know of one single entity tracking the costs of governmental data breaches, there are organizations that track the costs of data breaches in general. For example, IBM and the Ponemon Institute partner on a yearly basis to conduct a review of the number of data breaches and the costs of recovery from them, he said. The results are published in the "2015 Cost of Data Breach Study: Global analysis."

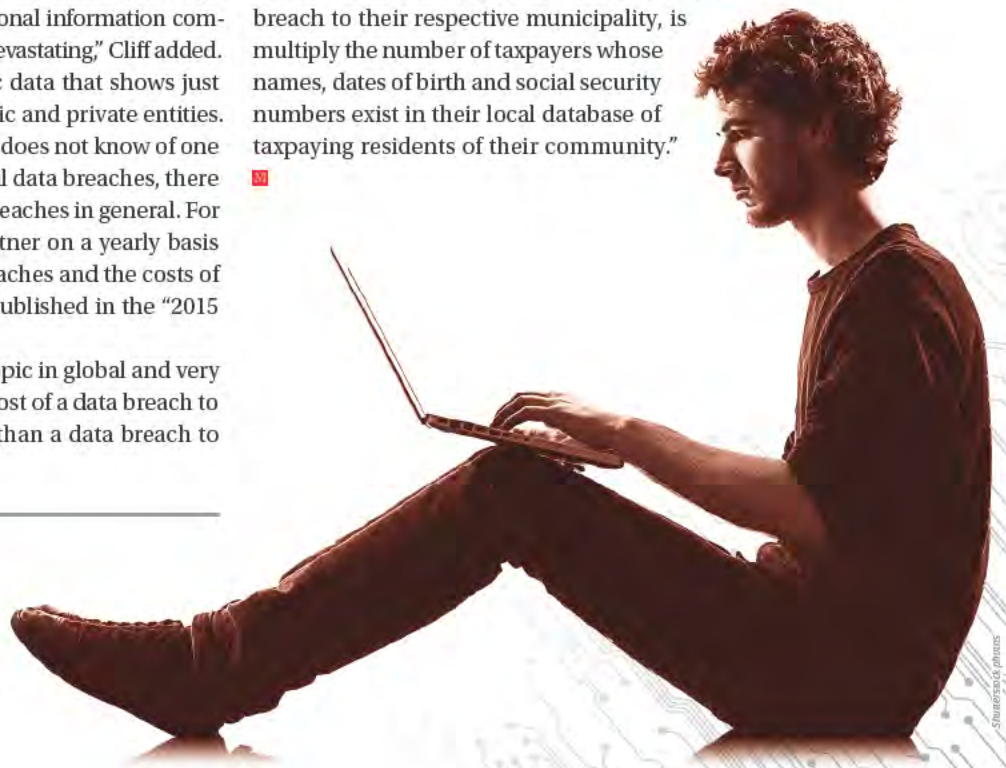
"Although the report seems to focus on the topic in global and very general terms, we can see no reason why the cost of a data breach to a governmental entity would be any the less than a data breach to

Target, Anthem or Sony," he said. "That 2015 report indicates that the cost of a data breach has risen from \$145 paid for each lost or stolen record containing sensitive and confidential information last year to \$154 per lost or stolen record containing personally identifiable information in 2015."

Taking these figures into account, it's fairly easy to determine potential losses to government entities, according to Cliff: "All one needs to do to estimate the potential costs of a data breach to their respective municipality, is multiply the number of taxpayers whose names, dates of birth and social security numbers exist in their local database of taxpaying residents of their community."



RIGHT: While hacking, or unwanted electronic incursions into the IT system, spring to mind at the thought of data breaches, it only accounts for 20.44 percent of all breaches. (Shutterstock photo)



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Detroit suburb's agenda

business development and high tech

ABOVE: Southfield City Hall features modern architecture and is a hub of business permitting for the growing city. (Photo courtesy city of Southfield)

By **BARB SIEMINSKI** | The Municipal

FOR A CITY WITH A POPULATION OF 73,002, Southfield has a lot going for it. According to its website, www.cityofsouthfield.com, it is Michigan's undeniable business center, boasting "...more office space than the central business districts of Cleveland, Cincinnati, Detroit, Indianapolis or Kansas City. Southfield is home to over 9,000 businesses including more than 100 'Fortune 500' companies."

Not only that but, according to Michael Manion, acting community relations director

for the city, with more than 27 million square feet of office space, Southfield's daytime population soars to nearly 175,000.

Why does such a small area have an influx of companies? Because it offers business advantages that other cities can't. Southfield promises an enviable infrastructure with 98 percent of the city being accessible to high-speed fiber optics, broadband and satellite services. These are but a few of the many reasons businesses flock to Southfield. Others include:

Financing: Need capital to expand? The Business Development Team will coordinate efforts with Oakland County and the state of Michigan to seek financial assistance via the Southfield Economic Development Corporation.

Brownfield redevelopment: If interested in a vacant or underutilized site that might require environmental cleanup, the city's Brownfield Redevelopment Authority can help with making a vision a reality with programs that are designed to address urban core industrial redevelopment. ►



Site selection: Contact the Business Development Team for access to CoStar, a comprehensive site database.

Targeted assistance: If a business expansion is competing with other plants around the country, Southfield's Business Attraction Team works with state, regional and local partners to help relocating companies find a new location and tailored incentive packages. They can provide presentation data to help convince headquarters to bring the project here.

Cutting red tape: Get help expediting permits, getting the ear of the right people or moving an issue to the top of the stack via the Business Development Department. The department will coordinate its strategy to maximize the development potential of each business and the city as a whole.

Business license: Business licenses are mandated by Southfield city ordinance. New business licenses are required if one is starting a new business; there is a new owner of an existing business; an additional location for a current business is being opened; or the business is moving to a new location.

Business registration: The city is instituting a new, voluntary business registration program that will help with communication efforts, future developments and important news with the business community.

Starting a new business: Because Southfield wants new businesses to be successful, it has developed a "Guide to Starting a Business." Notable, too, are Southfield's police and fire departments, which, according to Harmen Gunther, president of the Cranbrook Village Homeowner's Association, earn cheers for "some of the best response times in the nation, typically fewer than four minutes."

Life is not just about business in Southfield. Both residents and business people enjoy relaxing at malls, parks, restaurants and other entertainment venues. Worth mentioning are the Star Theatres, including Star Southfield, which is the most-visited box office in the country. This attraction opened in 1997 with 40,000 people purchasing tickets in its first three days of operation. It's no wonder. The theater's amenities include spectacular decor; three-dimensional murals from "Close Encounters," "King Kong" and "E.T."; an almost life-size Tiger Stadium; valet parking; and a wide range of food choices at the snack bar — not to mention 20 movie screens, 6,225 rocking chair/stadium-style seats and state-of-the-art sound.

Oakland County is 10th in the U.S. for residents with degrees in engineering and, among Michigan communities, also has the most

ABOVE LEFT: The skyline of Southfield, Mich., shows in part the "Golden Triangle," a cluster of five skyscrapers in Metro Detroit's fashionable office district. (Photo courtesy city of Southfield)

ABOVE: Burgh Historical Park is one of Southfield, Mich.'s hidden gems, featuring renovated turn-of-the-century buildings, such as the Simmons House, nestled within beautiful manicured lawns and abundant flower gardens. (Photo courtesy city of Southfield)

BELOW: Carpenter Lake Nature Preserve opened seven years ago in Southfield and was dedicated in October. It features 42 acres of mature oak and hickory woodlands, forested wetlands and native meadows, overlooking beautiful, 5-acre Carpenter Lake. Future plans for the area include the addition of a new nature interpretive center that will provide environmental education programs and displays. (Photo courtesy city of Southfield)

BELOW RIGHT: Southfield Public Library is a historic landmark. (Photo courtesy city of Southfield)



workers in engaged in scientific research and development. It is home to 1,000 international firms from 39 countries. Sixty-four of the Global 100 Automotive OEM operations are located in Oakland County, and it ranked 13th nationally in total exports with its business producing \$14.5 billion in merchandise exports.


More Southfield notables from Manion

- "The City of Southfield's 2015 Annual Report/Calendar won first place in the 27th annual national Savvy Awards competition sponsored by the City-County Communications and Marketing Association," said Acting Community Relations Director Michael Manion of the in-house production. It was one of more than 700 entries submitted from municipalities and counties from across the country.
- "Our longtime mayor Brenda Lawrence was elected U.S. Representative for Michigan's 14th congressional district after winning the seat in the 2014 elections. And celebs include actress Selma Blair and performing artist and producer Mike Posner."
- Other well-known names from Oakland County are actor Tim Allen; GM CEO Mary Barra; actress Kristen Bell; televangelist Jack van Impe; actor Dax Shepard of "Parenthood;" Paul Stookey of the musical group Peter, Paul and Mary; and Mitt Romney.
- For those considering moving a business to Southfield, take heed of a quote by the esteemed Richard Rogers. "The Athenians had an oath for someone who was about to become a citizen. They had to swear that 'I shall leave the city not less but more beautiful than I found it.'"



Southfield became the first jurisdiction to join Lean and Green Michigan, one of America's first statewide Property Assessed Clean Energy initiatives.

Historic landmarks include The Southfield Town Centre; Southfield Public Library; Congregation Shaarey Zedek; Word of Faith International Christian Center, formerly Duns Scotus College; Lawrence Technological University; Carpenter Lake Nature Preserve; and The Burgh Historical Park.

Southfield was the first city in the state to hold a Dr. Martin Luther King Jr. Peace Walk Celebration in commemoration of the first national holiday observance. 

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Buy education and goodwill with a public works/public safety open house



By ANNE MEYER BYLER | The Municipal

The time involved in putting together an open house for public works or public safety departments can be daunting, not to mention that there are costs associated with such acts of public awareness and goodwill. Is the effort worth it?

Some municipalities answer in the affirmative, citing the groundwork it lays for goodwill and understanding. Success depends on several factors, though, not the least of which is working with the resources already at your disposal.

Bloomfield Hills, Mich.

The city of Bloomfield Hills, Mich., has been making a go of its Public Safety Open House for several years. This year it took place in August and brought out 500 of the 4,000 local residents, who were encouraged by fortuitous weather.

The community involvement was the high point for Lt. Jeff Gormley, one of the main planners.

"After 15 minutes there were about 100 people there, and after an hour, over 200. From then on people kept coming and every event was full. Everyone was having a great time and we received praise from many people about the event," said Gormley.

This year the open house was totally reinvented. Organizers changed the time of year it was held and the direction that it took. In addition to the recreational and educational events, they added a public charity dunk tank that raised \$2,074 for Children's Hospital Foundation of Michigan and included popular personalities like the police chief, police officers, City Manager Jay Cravens and Public Safety Director David Hendrickson. Other activities included cupcake decorating, face painting, balloons, Stan the Magical Fireman, a clown doing washable tattoos, and fire truck and police car displays.

Lt. Gormley headed up the planning for the police department, along with Public Safety Officer Chris Furlong and Hendrickson. The city's municipal service departments all participated, as did some restaurants and private clubs in a "Taste of Bloomfield."

Beside the fun activities for families and children there were public education events.

ABOVE LEFT: Everyone enjoys being able to get close to the equipment at a village of Lake in the Hills, Ill., open house. (Photo provided)

ABOVE: Many hands make light work of painting a snowplow in Lake in the Hills during a public open house last year. (Photo provided)

A smoke house taught children what to do if their home filled with smoke, and the Law Enforcement Education Program digitally fingerprinted and photographed them.

"We have a new citywide garbage service, and representatives were present at the event, showing off their trucks and explaining their handling of recycling," said Gormley. City Clerk Amy Burton registered voters, and the local library sponsored activities for children while signing people up for library cards.

It took Gormley and Hendrickson six months to prepare, but Lt. Gormley felt the effort was worthwhile. At future open houses, though, he wants to work out better traffic movement plans and move some events around so they're easier to find.

"We had a lot of support, from the city manager to the police chief," he acknowledged. "We kept them posted all along as we made plans, and they let us run with it. The city hall staff was very helpful along the way as well." ►

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Encouraging success: The village of Vernon Hills, Ill.

Vernon Hills Public Works Department Open House took place this year from 4–7 p.m. Tuesday, Sept. 15.

Vernon Hills has a population near 26,000 residents. Holding the public works open house on a weekday evening worked well for the city, and a wide variety of groups—beyond the public works department—participated:

- **Lake County Public Works** (which provides water and sanitary service for Vernon Hills)
- **Clarke Mosquito**
- **Vernon Hills Park District**
- **Commonwealth Edison**
- **Summer Celebrations Committee**
- **Solid Waste Agency of Lake County**
- **Advanced Disposal** (waste and recycling)
- **Lake County Stormwater Management Agency**

Vernon Hills' open house has been done every two years. This year there were a combination of education and recreational events that included the Clarke Mosquito helicopter; sandboxes; faceless cut-outs for picture taking; sweeper and backhoe rides and demonstrations; pipe televising truck operations; a faux fire hydrant that recirculates water; forestry rope and climbing station; raffles; fleet operations; snowplow painting; chipper truck and stump grinder operations; and engineering and capital improvement displays, which involved poster boards of different projects and activities around the village like road resurfacing, stream bank stabilization and more.

David Brown, director of public works and village engineer, said, "The highlight for me is always the smiles and excitement from the kids. Prior to my first year's event, I focused on other projects that an open house prevents us from completing. This changed immediately upon the start of the event. It is very contagious to see families enjoying themselves. It showcases our department and operations on a personal level."

The only thing Brown said he would change would be to hold the event every year instead of every other year.

"The open house has become a staple for the community. Parents were able to reflect on the ages of their kids since their first event. A 12-year-old boy has been attending since he was 2. He is home-schooled, and his mother asked if he could volunteer as training for a future profession." Brown hoped that after a few more open houses, this might occur.

The community of Vernon Hills, Ill., turns out in good numbers and with a crowd of excited children in tow for the village's public works open house events, held every other year in September. (Photo provided)



continued from page 42

Lake in the Hills, Ill.

The namesake department takes the lead in planning for the Lake in the Hills, Ill., Public Works Open House each May. It has been held the week prior to National Public Works Week for more than 14 years and has been expanded over time, but organizers try to keep it an interactive event.



Children seemed to think that the Lake in the Hills, Ill., Public Works Open House was a bucket of fun. (Photo provided)

In the village of just over 29,000 residents, about 300 attended this year, climbing in and out of vehicles that were on display so they could see the equipment and discover how it was used. Staff took pictures of visitors inside the vehicles.

"We want people to touch, see and get inside some of the equipment. It's a hands-on event to help people become more aware of some of the issues we're facing," said Director Fred Mullard.

One issue addressed was the emerald ash borer: Staff members explained that it's not a good idea to move firewood from one region to another. They showed what the insect looked like and the signs that a tree has become infested.

Another event featured a snowplow and a line of various types of mailboxes. A demonstration showed how snowplows are bound to hit mailboxes that hang over into the street.

Other departments had displays, including the police department, community development department and parks and recreation. The fire protection district sometimes brings over equipment as well, said Mullard.

"As another part of the event, the water division had a fire hydrant and section of a main to show what the main and hydrant look like underground. They filled the pipe with water from a garden hose and then cut a slot in it to demonstrate a damaged main. Children could then tighten up a repair clamp to simulate repairing the water main."

Public works staff walked around during the event and answered questions. The water treatment plant happens to be right next to the public work facility, so tours were conducted that demonstrated how water is produced.

For Mullard the high point of the open houses is "the interest young people take in understanding what we're doing and getting close to equipment in a safe environment, rather than asking questions when we're working in the field. Every year we get thanks and congratulations from residents who come, both young and old, and say they learned something new. They appreciate that we make it available for them to see what is going on in their municipal government."

Lake in the Hills starts working on the open house several months beforehand to get information straightened out. Then staff members go into high gear the week of the event to clean up the equipment and facility. Each year they try to put a new twist on something: This year they added having visitors put painted handprints on a snowplow. Who knows what will come next? ▶



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Dublin, Ohio

The preschool/youth programming team at Dublin Community Recreation Center, Dublin, Ohio, plans a yearly Touch a Truck event that serves as a convenient way for the city's public works department to interact with the people it serves. Residents and nonresidents alike have enjoyed the event since 2005.

Currently, it takes place in the back parking lot location of the Dublin South Pool, where there's enough parking for the large vehicles. While the Recreation Center staff members do the main planning, they always reach out to city departments for participation and support.

Lindsay Weisenauer, senior public information officer in the Community Relations Department, appreciates the cooperation that comes from the streets department, parks department, police, Washington Township fire and the transportation center for Dublin schools.

"We also reach out to area businesses and central Ohio companies that may have an



LEFT: Bloomfield Hills, Mich., reinvented its Public Safety Open House this year. About 500 residents attended and learned about their local public service departments. (Photo provided)

interesting car or truck that would be fun to include," she said.

Planning starts three to four months prior; five to six months with a few groups that require more advanced notice. Said Weisenauer, "We communicate a few months prior to the event to secure their support, then follow up on communication a couple times, including email and a confirmation

letter." Touch a Truck is offered in coordination with pool programs so that parking and rest room facilities are available.

"Families can view up close the variety of cars/trucks we have on site. They take photos, sit inside vehicles, honk horns and visit with the people representing the car or truck that was brought. This year the streets department also brought a



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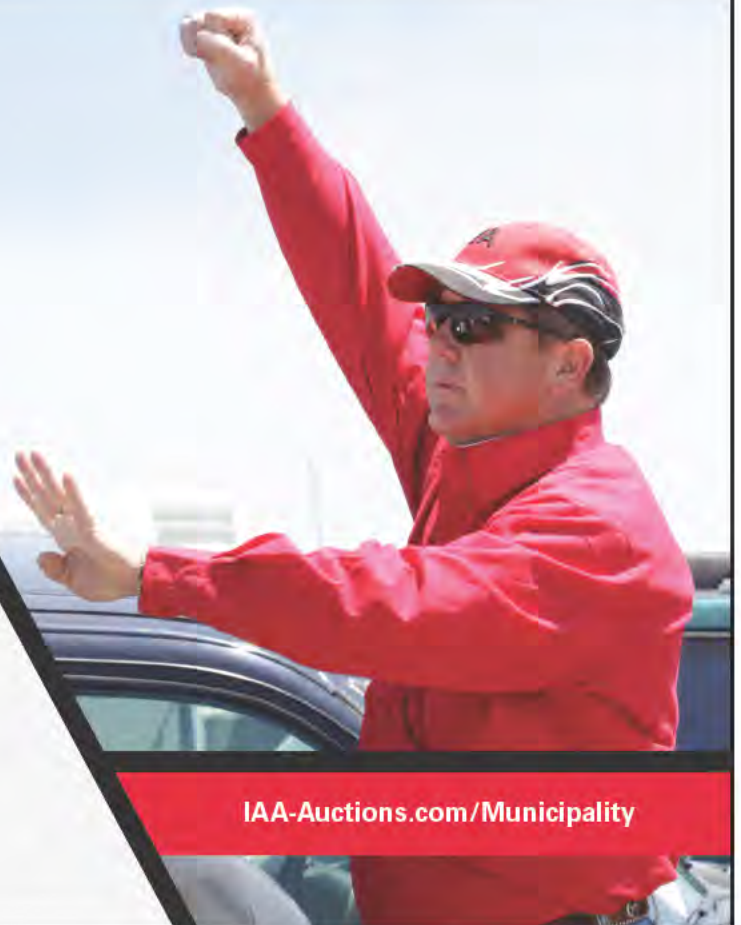
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snowplow that could be painted by those attending. That was a big hit," she added. Another high point this year was finding something new to bring in, in addition to




the all-time-favorite police cars and fire trucks.

"A National Guard Humvee and a DeLorean were two big hits," said Weisenauer. "Kids love mini-cars from Arrow Radiator because they can climb inside and fit well. Mascots from Chick-fil-A and Sports Ohio were also walking around, and the kids loved engaging with them, too."

FAR LEFT: A yearly *Touch a Truck* event organized by the preschool/youth programming team at Dublin Community Recreation Center in Dublin, Ohio, is as a convenient way for the public works department to educate and interact with local residents. (Photo provided)

LEFT: A National Guard Humvee and a DeLorean were new additions to the 2015 *Touch a Truck* event in Dublin, Ohio, that included public works and public safety vehicles. (Photo provided)

The major change Weisenauer will be looking to next year is the possibility of getting local trolley service to help transport people from the additional parking area, which is at a bit of a distance. The current trolley service is in high demand, but organizers hope to be able to schedule *Touch a Truck* in such a way as to have it be available to help. 

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By REBA HULL CAMPBELL

The reasons entrepreneurs choose to locate their businesses in a particular place are as diverse as the businesses themselves. Human capital, access to transportation, quality of life or just the human touch from local officials could all be determinants on where someone decides to locate his business.

To attract these entrepreneurs, local leaders need to be tuned in to their city's niche and need then to be able to match them to an entrepreneur's goal for his company.

In Travelers Rest, Andy O'Mara is the owner of Merrimack Canoe Co., which builds custom canoes. He was looking for a place on the East Coast to expand his Tennessee-based business.

Mayor Wayne McCall recalls hearing about someone who built first-class canoes and was considering Travelers Rest as a place to locate his business. "I heard he had been through the area and liked it," McCall said. "So I just Googled him and called him."

McCall stresses that in a small town, when there's any hint of economic development, you listen.

O'Mara noted that out of all the places he had looked to locate his business, no one had made the kind of personal contact he got from the mayor.

"When I got to Travelers Rest, the mayor spent a lot of time just taking me around town. We had the opportunity to get to know each other," O'Mara said. "That's what grabbed me. The people of the city—businesses, residents and government—gave me the feeling this is where we need to be. That's why we located here and why we've opened up a pizza place, too."

In Bluffton, entrepreneur Jared Jester said it was the town's pro-business attitude that made him realize he had found the place to locate his high tech company, Jester Communications, which builds complex websites. "I was drawn to Bluffton because the town seemed



Top-notch canoes made in Travelers Rest by Merrimack Canoe Co. (Photo/Austin Grebenc)

"When I got to Travelers Rest, the mayor spent a lot of time just taking me around town. We had the opportunity to get to know each other."

primed to support high tech and growth jobs."

This high-tech focus, coupled with an attractive downtown and coastal location, is what

Bluffton Mayor Lisa Sulka says is the town's niche.

Jester says the biggest challenge for a high tech company like his is finding skilled local workers. He praises the work of Bluffton town officials who introduced him to a variety of educational institutions that could help him identify and vet workers. In turn, Jester was able to coach the institutions on the skill set his company needed.

Plus it's the quality of life in this small coastal community that helps draw the type of workers his company is looking for. "We will be looking to grow to 40 people next year," Jester said. "Once we bring them to Bluffton, it's not hard to pull them in to want to live and work here." ►

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“Once we bring them to Bluffton, it’s not hard to pull them in to want to live and work here.”

Sulka agrees that quality of life is clearly important as the town seeks to build its niche with a fun and walkable downtown. “We put a lot of money into our Old Town master plan before the recession hit,” she says. “Today, the town has witnessed \$56 million of private investment from the original \$6 million in government investment.”

In Hartsville, a local entrepreneur who owns a robotic company saw his hometown’s downtown as a good place to build a new business. Bob Brown, owner of Integrated Systems Inc., joined with a group of investors who wanted to see a boutique hotel downtown.


Managing lots of growth over the past four years, the council has been trying to come up with ways to attract people downtown, noted Natalie Zeigler, Hartsville’s city manager, who pointed out there are only two empty storefronts in the downtown area that have yet to be revitalized.

The dream of the boutique hotel became a reality because the city had passed an incentive ordinance to support growth in the downtown area.

One of the incentives the city offers includes providing some reimbursements of certain fees and taxes for a limited time, which



increase Hartsville’s attractiveness to private developers. The program is available to developers who want to invest in new commercial construction as well as renovate existing buildings in Hartsville’s historic downtown.

“We have really focused on being business friendly in our downtown,” says Zeigler. “A boutique hotel fits nicely with our vision.” 

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LEFT: One of the incentives Hartsville, S.C., offers includes providing reimbursements of certain fees and taxes for a limited time, which increases Hartsville's attractiveness to private developers. The program is available to developers who want to invest in new commercial construction as well as renovate existing buildings in Hartsville's historic downtown, where this quilt show took place. (Photo provided)

ABOVE & RIGHT: At home in Travelers Rest, canoe maker Andy O'Mara is now opening a pizza restaurant too. (Photo/Austin Grebenc)





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What the manager expects of the snow crew

By JODI MARLIN | The Municipal

It's always easier to make the boss happy if you have a clear understanding of what it is he or she wants.

If you're a snowplow driver, the road to meeting expectations starts with first knowing why you're doing what you're doing, said Bryan Pickworth, road maintenance supervisor, Farmington Hills, Mich. "It's not just to make the roads look pretty."

At an APWA conference earlier this year, Pickworth and Kevin McCarthy, department of public works superintendent, Farmington Hills; Duane Poole, road foreman, Bloomfield Township, Bloomfield, Mich.; and Thomas Trice, PWLF, director of public works, Bloomfield Township, Bloomfield, Mich., and retired deputy city manager, Royal Oak, Mich., discussed what it is that snow crew managers think their drivers know, as well as what drivers should know about those expectations.

Overall, a manager expects that his or her crews will be able to deliver whatever

snow removal and ice control services that the city requires, at the expected level. He expects to know the delivery cost of this service, purchasing information of the materials and equipment required to do the job, and for maintenance and repairs to be done to any city streets, facilities and snow fleet equipment that require it. Perhaps most of all, he expects — or at least really wants — to receive no angry phone calls from higher-ups during severe weather events.

Snow crews are also responsible for delivering other services that the city/town/village provides; for keeping the roads travelable for emergency service providers; and even for keeping the economy of the community stable by making it possible for residents to go to work, goods and services to flow and children to get to school safely.

It all starts with a plan

"The number one thing to do is know the chain of communication. Number two is know the chain of communication. Number three is know the chain of communication," said McCarthy.

"From the laborer to the city manager and everyone in between, everyone has to know what's going to happen for it not to be chaos. Even the schools, trash people... you can't start anything without a plan."

That plan should answer the following questions:

- Who is the first responder, called by whom?
- Who is called in and in what order?
- What is to be done? What are the priorities?
- What happens when the level of snow requires more resources — people, materials, equipment and time?
- What are the parameters for declaring a snow emergency?
- What special programs do you cover — downtowns, parking lots, buildings and facilities?



Perhaps most of all, a street or public works director expects — or at least really wants — to receive no angry phone calls from higher-ups during severe weather events. Those calls usually start with complaints from anxious residents. (Shutterstock photo)

- Do you let your first responders know what your immediate and long-term plan is for the storm?
- Do you let the police know when you are done?
- Do you evaluate after each storm — did it go as expected?

Having the plan in checklist form is handy, vouched Poole. In the absence of the manager, it might become indispensable.

The plan should cover preseason as well. “Basically, we have to be prepared for everything. It’s so much more than snow removal,” said Pickworth.

The most important thing to remember when part of a snow removal team is to know the chain of command. Who should you be taking orders from, and who is your first call if there’s an issue or question? (Photo provided)

Equipment-ready

Good managers ask themselves questions to gauge the department’s equipment readiness and mitigate potential the panic, such as: Right at this moment, is the equipment prepared and capable for all emergencies? What if there’s a disaster that takes several trucks out of service? How would that affect snow removal and the rest of the fleet? Would we be out of business? What measures need to be put in place in order to minimize the disruption of service?

The unthinkable does happen. On Good Friday of last year, the Madison Heights, Mich., garage went up in flames. Only a mutual aid agreement with South Oakland County kept the town’s roads clear while inspectors and insurance adjusters were assessing the damage. ►



Ten Commandments for snow fighters

Looking to make a good impression on the snow manager? Start here.

1. Thou shalt present thyself to thy job physically fit and properly clothed for any emergency in order to withstand the rigors of thy task.
2. Thou shalt never enter thy cab without inspecting thy lights.
3. Thou shalt know thy spreading and plowing routes, as well as the performance of thy spinner and the life of thy plow blade.
4. Thou shalt faithfully remain alert in order to avoid guardrails, stalled cars, manhole covers, railroad tracks and mailboxes. Otherwise thou may smite thy windshield with thy head.
5. Thou shalt contain thy temper even though cars and trucks pass thee on both sides and tailgate thee too close for comfort. Anger only multiplies thy prospects of coming to grief by accident.
6. Thou shalt use thy radio as briefly as possible, if thou is fortunate to have one. Remember thy fellow workers may need to communicate in an emergency.
7. Thou shalt interrupt the flow of power to thy spreader before attempting to free foreign objects or blockages if thou treasures thy fingers.
8. Thou shalt render thy truck and spreader out of gear and stoutly set thy brakes before dismounting from thy cab.
9. Thou shalt govern thy speed according to conditions, else thou may wind up with thy truck upside down.
10. Thou shalt mind thy manners on the roadway; clearly signal thy intentions; render assistance to stranded motorists; and remember that it is more blessed to give than to receive.

Reprinted with permission.

Another factor in equipment readiness and effectiveness, Poole pointed out, is the manager's relationship with the driver. The people who will actually be driving the equipment should be consulted before any new pieces are purchased and given the opportunity to express whether they think it's the most effective option. Not only does two-way communication increase employee buy-in, but regular operators often have insight regarding details of equipment operation that don't appear on paper. Additionally, the front office, aka city council, doesn't always take into consideration whether or not maintenance on the particular vehicle in question is something the city's current technician and mechanic pool is trained to handle.

"How many times have you seen specs come down on equipment that's been purchased, but then it doesn't get used?" asked Pickworth. "And if your mechanics can handle it, do you have a sufficient inventory of parts for them to use to keep it on the road? Are they cross-trained so the repair or maintenance can happen quickly, by whomever's available? And are both your mechanics and operators properly trained and receiving updates?"

Kevin McCarthy, department of public works superintendent, Farmington Hills, Mich., believes that a firsthand view of what plow drivers have to deal with goes a long way toward diffusing the impatience of municipal stakeholders in snow and ice management. Put them in the cab! (Photo provided)

Chain of communication

We all know how the calls start coming in. The city manager or city councilman gets chewed out about unplowed streets: Since he's hearing it, he calls or comes and sees the plow truck sitting there, and assumes someone's not doing his job.

"Make sure, first off, that your office staff is trained for the big one so they're able to explain the conditions and your procedures," said Trice. "We take them out in the plows so they get an idea



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of what we go through." In Bloomfield Township, the staff then knows the preferred way to contact drivers if there's a question or concern. "They can text me and I can get it taken care of right away," said Poole.

That first-hand view of what plow drivers have to deal with also goes a long way toward diffusing the impatience of other municipal stakeholders in snow and ice management. "We had a new city councilwoman who was always peppering us with questions. We gave her a ride and now she's our biggest supporter," said McCarthy. "The same is true for the press."

If the calls aren't about a street not being cleared, then it's accusations of "You filled my driveway!" and "You hit my mailbox!" Poole and Bloomfield headed off some of these by producing a simple YouTube video that airs on the local cable station. It demonstrates some of the constrictions of snow and ice removal and includes ways in which a homeowner can minimize the chance of either situation occurring.


"My number one priority is to make sure my manager gets no phone calls. It doesn't always work, but that's always my goal," said Pickworth. "What he wants is clean, safe roads." Clear roads keep the local economy moving, and the manager expects the snow crew to use the appropriate equipment and materials, well-trained personnel and plans to provide those services in a cost-effective, professional and efficient manner to serve the community. 



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Rapid intervention for the understaffed company

Because failure is not an option

By **DAVE TOPCZYNSKI** | Firefighter, Newport News, Va.

Part 3 of 3

Making the rescue

EVERY SITUATION IS GOING TO BE different. There is no set answer ahead of time for every situation a rapid intervention team may encounter. There are many different methods and ways to remove a down firefighter, not just the few discussed here. These are only a few of the methods discussed in the full “Rapid Intervention for the Understaffed Company” program and should in no way be considered rapid intervention team training or certification.

Once a down firefighter is located, the RIT needs to quickly check his air supply and

determine if any additional resources will be needed: then begin to remove the firefighter the quickest way possible. There are modifications to some of the more common removal techniques that can greatly help a short-staffed RIT. Training and practice on any technique makes a crew comfortable with the basic skills, so when faced with horrible conditions and a trapped firefighter, they can focus on the rescue because the small things — such as tying a knot or converting an SCBA into a harness — have become second nature.

Sometimes the best option is to just grab and go. Grab a shoulder strap and start ▶

BELOW: Placing a halligan or axe handle through the SCBA shoulder straps is fast and allows two firefighters to spread out so they can drag the down firefighter without bumping into each other, making the drag more effective. (Photo provided)



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dragging, or the RIT can use whatever they have on them to give them extra grip. Placing a halligan or axe handle through the SCBA shoulder straps is fast and allows two firefighters to spread out so they can drag the down firefighter without bumping into each other.

Since firefighters come in many shapes and sizes, it's possible that a 95-pound firefighter can find he or she has to rescue a 250-pound firefighter. A 2:1 mechanical advantage is a quick and simple way to cut the weight of the firefighter in half, and best of all it requires no knot tying. Simply place a rope end through a SCBA shoulder strap: or if you have a carabiner, clip the carabiner to the shoulder strap and pass the rope through the carabiner. This makes it easier to pull the rope because there is less friction. Keep both rope ends with you and move away from the firefighter. Secure or anchor one rope end and pull the other. It doesn't matter which end of the rope is secured or how you choose to anchor it. The rope end can be sat on, kneeled on it, tied off to an object or secured around the firefighter with a carabiner, just as long as



FIRST: A 2:1 mechanical advantage is a quick and simple way cut the weight of the firefighter in half, and best of all, it requires no knot tying. Start by placing a rope end through a SCBA shoulder strap. Keep both rope ends with you and move away from the firefighter. (Photo provided)



SECOND: Secure (anchor) one rope end and pull the other end. Pull the other rope end to move the down firefighter, whose weight is cut in half. If you run out of rope to pull, release the anchor and repeat the steps again until the firefighter is removed. (Photo provided)

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“Sometimes the best option is to just grab and go.”

one end is anchored. Pull the other rope end to move the down firefighter, whose weight is now cut in half. If you run out of rope to pull, release the anchor and repeat the steps again until the firefighter is removed.

A 2:1 can also be used on stairs or for long, open drags by using a fixed anchor point to securing one of the rope ends. The rope end can be secured around a wall stud, column, or an anchor point can be made by placing a halligan or hook across a door or window frame. Some disadvantages to using a fixed anchor are that it takes longer to set up and longer to reset. It's made the same as the simple 2:1, with only one difference: One of the rope ends is secured to an object instead of just being held in place.

Columbus Drill (Nance Drill)

This skill is used to rescue a firefighter who is trapped on a lower floor or in a basement. It was developed after the Line of Duty Death of Firefighter John Nance. He was a 27-year veteran of the Columbus, Ohio, Fire Department when he died after falling into a basement during a commercial fire. Nance was a few weeks away from his retirement date when he died.

Many programs teach this skill by using two separate ropes, each with handcuff knots or girth hitches tied at the end of each rope that is placed over the down firefighter's arms and used to pull him or her out. This method requires a lot of personnel — one on each of the rope lines plus one to manage the hole. It also requires the RIT members to be able to tie the knots in poor conditions, then manage four separate lines while working around a floor collapse in a burning building where the hole will most likely be acting like a chimney for smoke and heat to escape the lower floor.

Stabilize the area first. You can use doors as ground pads to help distribute your weight away from the collapse area. If needed, pass ▶



Inside, with the down firefighter, the RIT converts his SCBA to a harness then waits for the rope end to arrive. The outside team raises a ground ladder as high as possible above the window, making a high point that will be used to lower the firefighter to the ground. (Photo provided)

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“It’s not an easy task to carry a firefighter down a ground ladder, especially with only a few sets of hands to help.”

a hose line nozzle first into the hole. If the down firefighter is conscious, he can use it for protection. After the fire is knocked down a bit, it is passed back up to form a “U” shape. The firefighter can straddle the hose line like he is riding a horse, or he can lay across the hose line by putting it under armpits. The hose line can be pulled out of the hole by simply walking backwards, away from the collapse area.

The skill is performed almost the same if the firefighter is unconscious. Pass the hose line, nozzle first, into the hole. A RIT member slides down the hose line like he would a fire pole into the basement. If needed, the RIT member can quickly knock back any fire before the line is removed and passed back down in a “U” shape. Secure the down firefighter to the hose line by converting his SCBA to a harness and then passing the nozzle thru the shoulder straps before sending it out of the hole to form the “U” shape. Now just pull the firefighter out like before and send the hose line back down in a “U” shape to retrieve the RIT member.

What if the firefighter is too large for just two RIT members to pull out on a hose line, or if the hose line needs to be left in place for protection? There are several things that will also work in this situation. A 2:1 can be used to pull the firefighter out by using it like before, just vertically instead of horizontally. Also, don’t forget about the drag rescue devices found on many newer sets of turnout gear. This is a built in harness that many RITs forget is there to help them move a firefighter.

Rescue from a second floor

What happens if the firefighter is trapped on an upper floor of the building? Is he low on air? What if the interior stairs have collapsed? It’s not always possible to drag a firefighter through the entire house and out the front door to remove him.

By putting up ground ladders earlier, they can now be used to remove a firefighter from an upper floor. It’s not an easy task to carry a firefighter down a ground ladder, especially with only a few sets of hands to help. If the RIT knows they may have to remove



the firefighter out of a window, they can call command early and request a high point be set up at the window.

Inside, the RIT converts the down firefighter’s SCBA to a harness then waits for the rope end to arrive. The outside team raises a ground ladder as high as possible above the window, making a high point that will be used to lower the firefighter to the ground.

Attach a carabineer to the end of a rope and run it behind the bottom two rungs of the ladder. Then run the rope all the way up and over the highest rung possible. Lower the rope down to the window, where the RIT connects the carabineer to the converted SCBA pack and helps guide the firefighter out the window. The outside team uses the ground ladder like a brake bar rack to lower the firefighter to the ground.

This drill sounds complicated, but it is quick and easy to set up: especially if the ropes are pre-tied and if crews have practiced with it before. The ground ladder should already be in place as secondary means of egress and only needs to be moved to the window being used for the rescue. Hopefully a rope bag is already in staging. The key here is for exterior crews to have the high point already set up by the time the RIT crew gets to the window. If you think it’s a possibility that you might come out a window. Then call for the high point to be set up so it’s ready to be used as a Plan B.


FIRST: Attach a carabineer to the end of a rope and run it behind the bottom two rungs of the ladder. Then run the rope all the way up and over the highest rung possible. Lower the rope down to the window where the RIT crew connects the carabineer to the converted SCBA pack and helps guide the firefighter out the window. (Photo provided)

NEXT: The outside team uses the ground ladder like a brake bar rack to lower the firefighter to the ground (Photo provided).



Conclusion

Remember, operating short staffed might complicate an already stressful situation, but it does not change the fact that we must still bring our brothers and sisters home when they are in trouble.

“Rapid Intervention for the Understaffed Company” is a program that has been developed and taught in various formats at Firehouse Expo Baltimore 2013, Firehouse Expo Baltimore 2014, Virginia Fire Chief’s Convention 2015, FDIC Indianapolis 2015 and the South Atlantic Fire & Rescue Expo in Raleigh in 2015. It has also been taught locally in the Southeast. It was developed out of necessity by Dave Topczynski and Steve Truckenmiller of the Newport News Fire Department. 

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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LEFT & BELOW: Employees of Finley Fire attend a training session designed to share details about a new fire suppression product. (Photos provided)



Veterans welcome in fire equipment ‘family’

By JODI MARLIN | The Municipal

Not every veteran who fills out an application is hired to work on the team of Finley Fire Equipment Co. Inc. But owner John W. Finley has learned over the years that more often than not, military service, fire service and fire equipment sales/service enjoy a relationship that’s both profitable and friendly.

Finley Fire is a leader of fire and emergency apparatus and equipment for Ohio, Kentucky and West Virginia. It sells all the top fire equipment brands including trucks, gear, hoses, air, etc.; offers service such as refurbishing vehicles, grant assistant, SCBA repair, and some custom truck fabrication; plus services all makes and models of fire trucks. Most of the 11 veterans employed by the company held firefighting positions during their years of military service: Often they specialized in mechanics, working on the diesel engines similar to those required by fire engines, aerials, pumpers, rescues and the like.

“We definitely look for someone who’s well-versed in the field of firefighting and large engines, and so often veterans have that

experience,” said Bailey Buchanan, marketing representative for Finley. “They know what a customer is looking for. They know what to suggest, if they’re sales representatives; they know how to troubleshoot problems, if they’re mechanics.”

Finley is proud word seems to have gotten around that veterans with fire service and large engine experience are welcome job applicants. “It does seem like the majority of people who apply have that experience and are vets,” said Buchanan.

The value of military service was proven to John W. Finley as he grew into leadership of Finley Fire. His father, John K. Finley, established the company in 1972 and instilled an atmosphere of family and camaraderie. That gels well with veterans, who have



ABOVE: Most Finley Fire employees have a fire service background, either military or public sector. (Photo provided)

“We definitely look for someone who’s well-versed in the field of firefighting and large engines, and so often veterans have that experience.”

a strong work ethic and a sense of respect, said Buchanan.

“We are a family. That’s how we look at our employees. We have events and gatherings for everyone and we share in celebrations. It’s our priority. People who come from a background of military service or firefighting seem to understand that focus and share it.” ►



ABOVE & LEFT: New water delivery accessories are tested at Finley Fire. (Photo provided)

The typical military personality works hard and plays hard. The combination produces outcomes widely embraced by Finley Fire, and is a culture of which customers take note: They ask frequently about the background of employees.

Not that you'll hear about military service from the veterans themselves, though.

“There’s a bond and a trust there: We’re all fire professionals and we’re family. It all comes back to that.”

They’re reserved about their time in the service, Buchanan said, and prefer to let their work and their demeanors construct their professional personas. Finley Fire makes its appreciation for that known on a regular basis.

“There’s a bond and a trust there: We’re all fire professionals and we’re family. It all comes back to that.” ■

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In appreciation

The Municipal solicited service information and photos from the many veterans of the U.S. Armed Forces who now labor for their country as conscientious public employees and as private-industry employees who serve municipalities. Following are those whose emails we received.

We thank each and every one of them for their service and are proud to count them among the men and women who move our cities forward every day.



Above photo: Orhan Cam - Shutterstock.com
Individual portraits provided.
Marine Corps seal photo: Keith McIntyre / Shutterstock.com
Army seal photo: Keith McIntyre / Shutterstock.com
Air Force seal photo: Keith McIntyre / Shutterstock.com
Coast Guard seal photo: Mark Van Scyoc / Shutterstock.com



KENNETH PARBEL

Corporal, U.S. Army 2/2 Armored Cavalry Regiment

Location of Service: Persian Gulf War

Company: Edinburg Auction Sales Inc./Ohio Real Estate Auctions LLC



THOMAS BUCK

E5/Ssgt, U.S. Air Force

Location of Service: Vietnam

Company: Rapidtek LLC



DOUG SKELTON

Corporal, U.S. Marine Corps, six years

Location of Service: Included a tour to Japan and aboard the USS St. Louis

Company: Director of Public Works, Tincum Township, Pipersville, Pa.



JOEL BUCK

E4 Corporal, U.S. Marine Corps

Location of Service: Camp Lejeune, N.C.

Company: Rapidtek LLC



BRUCE SWIRSKY

E3-Seaman, U.S. Coast Guard

Location of Service: New York City and Grand Haven, Mich.

Company: Rapidtek LLC



ROB DONAT

First Lieutenant, U.S. Army Artillery

Location of Service: Chicago, Ill.

Company: GPS Insight founder and CEO



ANTHONY HERNANDEZ

GYSGT/E7, U.S. Marine Corps

Location of Service: Iraq (x2)

Company: Minute Man Manufacturing



ADAM VARNER

E-4 Corporal, U.S. Marine Corps

Location of Service: 29 Palms, Calif.

Company: GPS Insight

A 'Dickens of a Christmas'



FAR LEFT: With streetside vendors, Christmas traditions and an old-timey English feel, Dickens of a Christmas draws in plenty of visitors. (Photo provided)

LEFT: Portraying vintage British bobbies during Dickens of a Christmas are on-duty members of the Franklin, Tenn., Police Department. Public Affairs Officer Ryan Schuman noted the officers really enjoy the experience as much as the citizens. (Photo provided)

During the second weekend of December every year — this year Dec. 12–13 — 50,000 holiday revelers descend on Franklin, Tenn., to have themselves, quite literally, one “Dickens of a Christmas.”

For 31 years, the city of nearly 69,000 residents has bristled with the trappings of Christmas past, including some 200 reenactors garbed in 19th century regalia.

Stroll the streets and you're likely to encounter Jacob Marley, Ebenezer Scrooge or Tiny Tim Cratchit. And those British bobbies in vintage uniform? They are, in fact, on-duty members of the Franklin Police Department.

"It's a huge hit with the citizens," said Ryan Schuman, public affairs officer with Franklin's police department. "They love the uniform and everyone wants to take get their pictures taken with them. The officers feel eight feet tall. They enjoy it as much as the citizens do. They've learned to swirl their batons and they really play the part."

Sugar plums, roasted chestnuts and other savory old English fare (bangers and mash, shepherd's pie, fish-and-chips and Yorkshire toasties) are also sold by streetside vendors.

Strolling musicians warm the air with an auditory backdrop of Yuletide classics.

Rounding out the ambiance: horse-drawn carriage rides, dancers in period

costumes, a holiday arts and crafts bazaar and candlelit town sings of Christmas carols on the public square.

The more than 150 shops, restaurants, historic homes and sites within the pedestrian-friendly historic district complement the Victorian architecture evident throughout the downtown area.

Last year the organizers brought in a snow machine to enhance the postcard-perfect scenery.

"We really want people to show up and just feel like they're in the hustle and bustle environment of being over in old-timey England, having really that feel of being at a street festival where every corner turn you're seeing something new and something exciting," said Krista Dial, vice president of PR and media for the Heritage Foundation, the nonprofit organization that sponsors Dickens of a Christmas.

Renee Evans, the foundation's event director, lauded the foundation's long-time amicable interface with the city administration. "We apply for a street closure permit, which the city reviews and



ABOVE: Annually 50,000 holiday revelers descend on Franklin, Tenn., to have themselves one "Dickens of a Christmas." (Photo provided)

BELOW: Dickens of a Christmas is a popular event for Franklin, a city of roughly 69,000 residents. Many attendees return annually for the event. (Photo provided)



In appreciation...



CHARLOTTE LUNA

Master Helmsman, U.S. Navy

Location of Service: California

Company: Finley Fire Equipment Co. Inc.



DALAN ZARTMAN

E-5 Sergeant, U.S. Marine Corps

Location of Service: San Luis Obispo, Calif.

Company: Finley Fire Equipment Co. Inc.



DAN STUHM

U.S. Army

Company: Finley Fire Equipment Co. Inc.



DAVID HENDRY

U.S. Army, hazmat transport

Location of Service: Iraq

Company: Finley Fire Equipment Co. Inc.



DON PALMER

Private 1st Class, U.S. Army

Location of Service: Korea

Company: Finley Fire Equipment Co. Inc.



KEITH PUCKETT

U.S. Air Force, firefighter,

Location of Service: Italy

Company: Finley Fire Equipment Co. Inc.



KEVIN CARNEY

U.S. Marine Corps, mechanic

Location of Service: United States

Company: Finley Fire Equipment Co. Inc.



NICK WARE

U.S. Marine Corps

Company: Finley Fire Equipment Co. Inc.



ABOVE & BELOW:

Approximately 200 reenactors garb themselves in 19th century regatta, including some who dress as Charles Dickens' iconic characters. (Photo provided)

approves," she said. "The city conducts safety inspections of all vendors and the fire marshal has the final authority" to prevent blockage of access ways and the like.

All food vendors are also subject to state health inspections.

After three decades of collaboration, "Everybody kind of knows what to expect," said Evans.

"Putting on the festival is like putting together a gigantic jigsaw puzzle without having the box top to look at," she said.

The Heritage Foundation pays for the police officers who work festival security.

Though the city does not finance the festival, it does donate the solid waste management, such as picking up and hauling trash. Several city personnel are on hand for the entirety of the weekend event.

Some merchants "absolutely love" Dickens of a Christmas; others "just wish it would go away," according to Evans, who said, overall "it is a very, very popular event."

Repeat attendees "start calling three to four months out, checking the dates and making hotel reservations," she said.

The festival provides another boon for Franklin, according to Evans. "It brings out the best in everybody." **M**

When the fish — *er*, new year — drops



Visit the small Lake Erie town of Port Clinton, Ohio, on New Year's Eve and the last thing you're likely to see for the year is the steady plummet of a walleye from the sky.

Not just any walleye: It's Captain Wylie, the 20-foot, 600-pound wood and fiberglass mainstay of the annual Walleye Madness at Midnight festival, now in its 20th year.

Self-dubbed the "Walleye Capital of the World," Port Clinton has taken advantage of the branding. It attracts thousands of people to the unique New Year's Eve bash, one of several annual town events where the fish is the featured attraction.



Walleye is also the staple ingredient for the festival, with restaurants serving up home-spun concoctions of walleye sandwiches: chowder, cinnamon chips and popcorn, all washed down with a "Walleye White" wine created by a local vintner.

Walleye Madness at Midnight kicks off at 4 p.m. with a series of prefatory family-oriented activities. The local Knights of Columbus hosts a family fun center, and Daniel Hale, the lone survivor of a 1966 steamship tragedy in which 28 crew members perished recounts his harrowing experience. The high school Key Club offers a venue of kid's games.

Local, county, state and federal public safety departments are on hand to display their vehicles and equipment and children are invited to "touch a truck" or crawl around the fire department's largest vehicles and honk their horns.

Street vendors and downtown stores offer their wares throughout the afternoon and evening. A professional DJ muscles through a six-hour stint in the music tent from 6 p.m. until midnight.

Port Clinton didn't come by the self-appointed designation by accident. Its location at the shallowest basin in the Great Lakes affords it handy continuous access to



Photos by Bill Gordon, Photomaker Studios

the most dense population of species of walleye and other game fish, according to Max Upton, administrative assistant to the mayor and safety services director.

Upton said Port Clinton Main Street, a local nonprofit allied with the chamber of commerce, takes the lion's share of the festival preparation.

But the town does its part, too. The street department blocks off the downtown area, the police provide security and the administration reviews and approves the requisite paperwork and issues necessary permits.

"Our involvement is more a personnel and services investment than a monetary one," Upton said.

Dropping a 600-pound chunk of crafted fiberglass in the proximity of thousands of revelers carries a certain risk, of course. But the town's full-time safety officer, who doubles as the fire chief, oversees the entire operation from a safety standpoint, said Upton.

The administration has one eye on the future during the festival.

"The intrinsic value is that people who come downtown for the festival will come back for the summertime," Upton said. "We are looking to capture return visits."

Upton's advice to other municipalities seeking to launch such an event is that "Collaboration is the key, especially in this era of consolidation due to budgetary constraints. Partnership is the key to being successful."

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continued from page 67

Veterans Day **M**

In appreciation...



RICK MANSFIELD

Sergeant E-5/tank gunner/asst. tank
commander, U.S. Army

Location of Service: Germany

Company: Finley Fire Equipment Co. Inc.



RON DANADIC

Master Sergeant E-7, U.S. Air Force

Company: Finley Fire Equipment Co. Inc.



BRANDON FORNWALT

E-4 Specialist, U.S. Army

Company: Finley Fire Equipment Co. Inc.



JEREMY DUNN

SPC, Indiana National Guard

Location of Service: Winchester, Ind.

Company: Aero Industries



GEORGE LACEFIELD

Senior Chief, U.S. Navy

Location of Service: Iraq

Company: Mueller Co.



JOHN THARP

PFC, U.S. Army 267 Chemical Company
— 13th Coscom

Location of Service: Johnston Island, Hawaii,
and Fort Hood, Texas

Company: Mueller Co.



JOSEPH BANGHART

Sergeant, U.S. Army 82nd Airborne

Company: Henry Pratt Company



WAYNE WARD

Petty Officer Second Class, U.S. Navy

Location of Service: Desert Shield and Desert
Storm

Company: Mueller Co.

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'Sharing Great Ideas' in Vegas

A celebration worthy of a 50-year anniversary took place in Las Vegas, Nev., Sept. 15–17.

National Parks and Recreation Association professionals converged on the Entertainment Capital of the World to take their skills up a notch and explore new ideas in everything from creativity-stimulating playground structures to meeting the changing programming needs and expectations of the public.

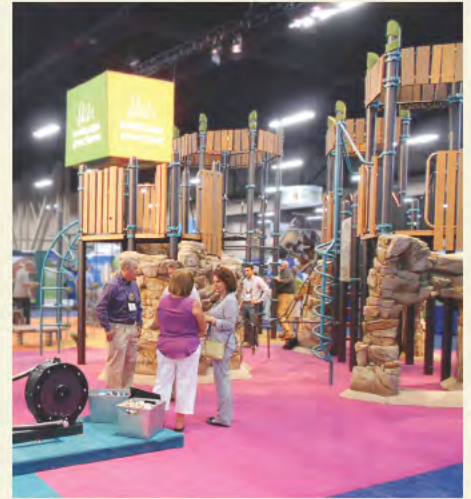
Attendees heard from Richard Singer of the National Golf Foundation, for example, that one of the keys to reversing a slight downward trend in municipal golf course revenues is to focus on increasing participation in the sport by minorities, whose population and buying power are both still rising. Another of the dozens of implementable education sessions discussed how an audit or formal review or assessment of aquatic staff motivates, educates and prepares them to manage a potential catastrophic event.

Keynote speaker Gil Penalosa, founder and chairman of the 880 Cities movement, spoke about how parks promote vibrant and healthy cities: proving that the NRPA founding ideal of "A place where everybody could play" is no less relevant now than it was 50 years ago at the organization's inception.

Health and wellness, conservation and social equity, the three pillars of the NRPA's mission, were affirmed during the conference's celebration of its 50th anniversary. It was a fitting celebration in an appropriate location. 

Photos by Chris Smith and NRPA





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

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

NOVEMBER

Nov. 16–19 2015 American Water Resources Association Annual Water Resources Conference
Grand Hyatt Denver, Denver, Colo.
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

Dec. 2–4 Florida Parking Association 2015 Annual Conference & Trade Show
Omni Amelia Island Plantation, Amelia Island, Fla.
flparking.org/conference-info

Dec. 8–10 Power-Gen International Conference 2015
Las Vegas Convention Center, Las Vegas, Nev.
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

Dec. 14–15 American Road & Transportation Builders Association Central Regional Meeting
Hilton President, Kansas City, Mo.
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

JANUARY

Jan. 12–14 Landscape Ontario Congress
Toronto Congress Centre, Toronto, Canada
locongress.com

Jan. 13–15 Northern Green Expo
Minneapolis Convention Center, Minneapolis, Minn.
northerngreenexpo.org

Jan. 13–15 Indiana Park & Recreation Association Annual Conference
Bloomington Convention Center, Bloomington, Ind.
www.inpra.org

Jan. 15–16 Piedmont Fire Expo
Twin City Quarter, Salem, N.C.
www.forsythcountyfire-rescue.com/expo.php

Jan. 17–22 National Recreation & Parks Association Event Management School
Oglebay Resort & Conference Center, Wheeling, W.V.
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.fdsaa.org/events/2016-apparatus-symposium

Jan. 20–22 U.S. Conference of Mayors 84th Winter Meeting
Washington, D.C.
usmayors.org/meetings

Jan. 20–23 Fire-Rescue EAST 2016
Ocean Center, Daytona Beach, Fla.
www.ffca.org/i4a/pages/index.cfm?pageID=5071

Jan. 22–27 American Correctional Association Winter Conference
New Orleans, La.
register.aca.org/aca_prod_imis/conference_prod

Jan. 25–28 Heavy Duty Aftermarket Week '16
The Mirage, Las Vegas, Nev.
www.hdaw.org/HDAW2015

Jan. 26–29 Aircraft Rescue & Firefighting Chiefs & Leadership School
Westin Hotel, Orlando, Fla.
arffwg.org/2016-arff-chiefs-leadership

Jan. 27–28 Conex 2016
Wisconsin Exposition Center at State Fair Park, West Allis, Wis.
www.advancedexpos.com

Jan. 27–30 National Pavement Expo 2016
Charlotte Convention Center, Charlotte, N.C.
www.nationalpavementexpo.com

Jan. 29–Feb. 2 ATSSA Annual Convention & Traffic Expo
Ernest N. Morial Convention Center, New Orleans, La.
expo.atssa.com

Jan. 31–Feb. 4 Firehouse World
San Diego Convention Center, San Diego, Calif.
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

FEBRUARY

Feb. 1–5 World of Concrete
Las Vegas Convention Center, Las Vegas, Nev.
www.worldofconcrete.com

Feb. 3–4 Underground Construction Technology International Conference & Exhibition
Georgia World Congress Center, Atlanta, Ga.
uctonline.com

Feb. 8 Electric Light & Power Executive Conference
Hyatt Regency Orlando, Orlando, Fla.
www.elconference.com/conference.html

FEBRUARY

Feb. 17–20 Water & Wastewater Equipment Treatment & Transport Show
Indiana Convention Center, Indianapolis, Ind.
www.wettshow.com

Feb. 23–26 Missouri Park & Recreation Association Conference
Columbia, Mo.
www.mopark.org/mpraconference2016.html

Feb. 25–27 EMS Today/JEMS Conference & Exhibition
Baltimore Convention Center, Baltimore, Md.
www.emstoday.com

Feb. 29–March 3 2016 Technology & Maintenance Council Annual Meeting & Transportation Technology Exhibition
Music City Center, Nashville, Tenn.
www.trucking.org

MARCH

March 1–4 Green Truck Summit & NTEA Work Truck Show
Indiana Convention Center, Indianapolis, Ind.
www.ntea.com/worktruckshow

March 5–9 National League of Cities Congressional City Conference
Washington, D.C.
www.nlc.org

March 6–9 Disaster Recovery Institute 2016
Hyatt Regency Atlanta, Atlanta, Ga.
driconference.org

March 13–18 Facility Managers' Revenue Development & Management School
Oglebay Resort & Conference Center, Wheeling, W.V.
www.oglebay-resort.com/schools

March 14–15 Tennessee Municipal League Legislative Conference
Doubletree Hotel, Nashville, Tenn.
www.tml1.org



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Government type: Council-manager

www.wilkesboronorthcarolina.com

The county seat of Wilkes County, the town of Wilkesboro sits atop a low, broad ridge, which runs for over a mile along the south bank of the Yadkin River. That location receives special note on the town's flag, which also bears its motto: "Where the Mountains Begin."

While officially founded in 1800, the town harbors a history that stretches back to the American Revolution. It's not surprising that history is predominantly displayed. Featured on the flag is also the town's seal, which has the Tory Oak at its center. The black oak tree stood in the Wilkesboro downtown area for close to three centuries. Most notably, the Tory Oak was used to execute five Tories during the American Revolution and became a symbol of the fight for freedom.

The tree was also known as the Cleveland Oak, after Colonel Benjamin Cleveland, who used its limbs to hang two Tories in the fall of 1779 after they were found "guilty" of plundering the home of George Wilfong in neighboring Lincoln County.

Over the years, strong winds and storms took a toll on the tree, leading to its collapse in June 1992. In 1997 the stump was removed. A new black oak sapling was planted in its place, and along with the town's flag memorializes the courage, determinate and sacrifices of locals. 



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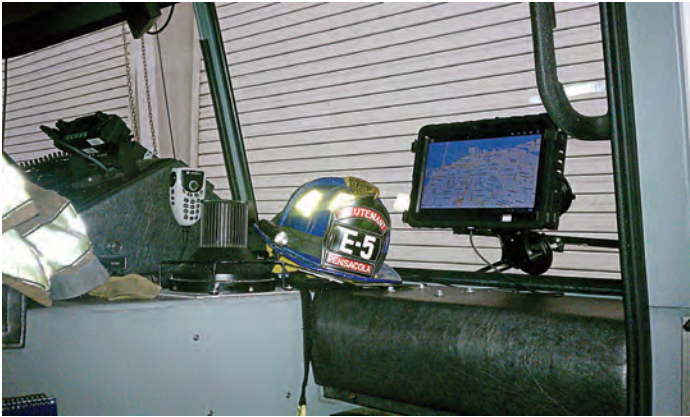
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Fire service mobile data solution breaks from tradition to improve features, reduce cost



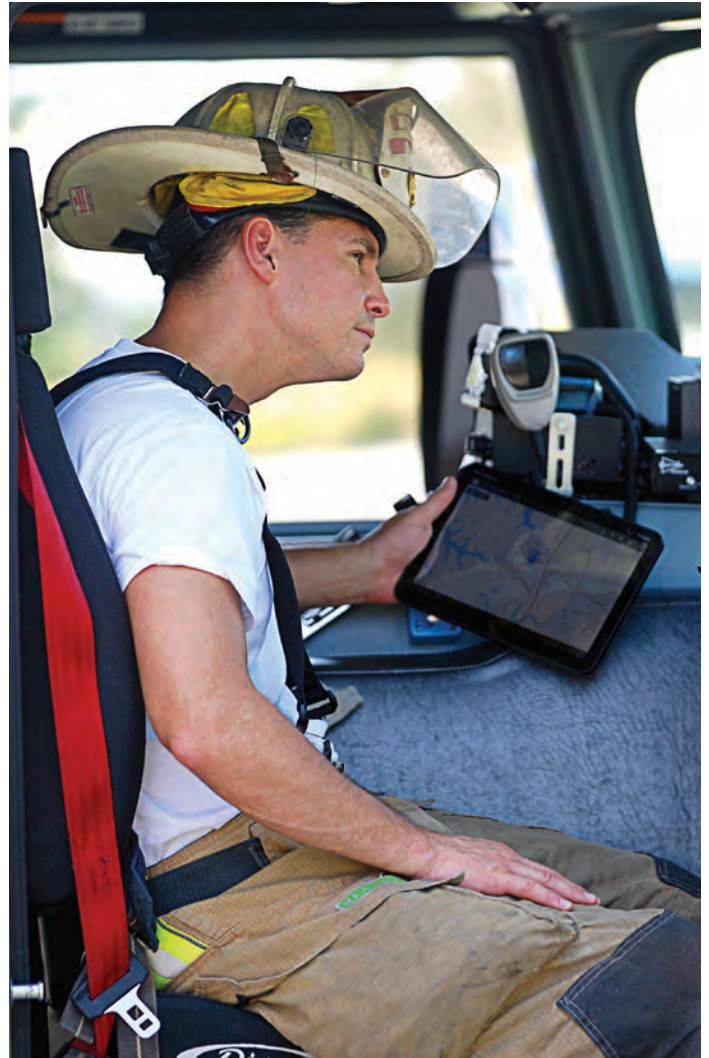
Amid increasing dissatisfaction with mobile data solutions for firefighters, fire departments across the country are turning to the cloud for a new alternative.

Mobile workstations are widely used by fire and police responders. The software behind these computers has traditionally been supplied through the same vendor that supplies the department's computer-aided dispatch system, known as CAD. Now, however, fire departments are balking at the outdated hardware, unfriendly user interfaces and high costs that frequently come with a CAD vendor's mobile solution.

"Many of the older mobile data solutions were designed for police and just weren't giving firefighters what they needed," explained Richard Ferguson, product specialist with StreetWise CADlink, the company that has been developing a new breed of mobile response software. "There's nothing sadder than looking in a fire truck and seeing an expensive laptop computer with the lid closed and a coffee cup sitting on top of it."

StreetWise saw a niche and decided to fill it with a new third-party solution. The company assembled a group of fire officers from around the country and asked what they'd most like to see in their mobile solution. In many cases, what they wanted was not even remotely similar to what they had. Even worse, many departments couldn't afford what was available from their CAD vendor to begin with.

"They asked for simplicity, speed, affordability and, above all, situational awareness," said Ferguson. StreetWise CADlink was specifically built with features that fire officers value most, such as various map views, routing, water supplies, live unit locations and the ability to coordinate command and control of large-scale incidents.



Fire officers also complained about the lack of interoperability of traditional CAD-based mobile solutions. Often, departments that respond together on a daily basis could not actively share information on their mobile devices.

"By using cloud servers, departments in California can share data in real time with departments in Connecticut. The old walls are completely knocked down," said Jeff Cahill, a partner in StreetWise CADlink.

To improve mobility, the new system was designed for consumer tablet computers rather than laptops.

"We grab the tablet right off the mount and carry it with us. We can continue to monitor the incident and our resources even when we're not in the truck," said Gruber. "In one case, we coordinated search teams in a large wooded area, live, right over the tablets."



ABOVE: Firefighters can view real-time situational awareness, including other responder's locations, tactical waypoints or staging areas on a variety of map backgrounds. (Photo provided)

FAR LEFT: The entire Mobile Data Computer setup for this fire engine in Pensacola, Fla., cost less than \$500 and can even share data with other agencies outside of their dispatch system. (Photo provided)

LEFT: Firefighters asked for a practical, affordable mobile data solution with unique features that were specific to their needs. StreetWise CADlink provided the solution. (Photo provided)

RIGHT: The tablet MDC can easily be removed from the apparatus for practical use on an emergency scene, such as reviewing pre-incident plans and drawings. (Photo provided)



With speed being critical, it was apparent the system would need to be built on live networking.

"We knew that we couldn't depend on the Push Notification Services used on smartphones to send messages such as Facebook updates and Groupon deals," said Ferguson. "The data had to move live, not 20 minutes into an incident." The system uses confirmed and encrypted device-to-server communication for latency of just a few seconds on every action. A VPN network connection is unnecessary because of the way data is moved, keeping connectivity problems to a minimum.

"Our tablets frequently activate before the station alerting system goes off," said Pensacola Battalion Chief Brock Jester. "When we place an incident waypoint on the tactical map, everyone sees it in seconds."

The new system was also designed with a full preplanning suite, including both the ability to quickly create a preplan in the field and to display it intelligently on the device. By storing the data in the cloud, preplans are instantly synchronized and can be shared with neighboring departments, even those that are dispatched from a different dispatch center.

"Rather than pulling out a binder and going through all these papers to try to find a business, it's right there on the tablet. We can pull it up and we can see the hazards, we can see the fire department connection location, any special issues with the building, sizes, what the roof looks like, all from the tablet," said Jester.

"It provides better protection for the firefighters because they have more information at their fingertips that could prevent them from maybe going into an area in the building that they shouldn't be," said Chief Jason Mihalek of the Richfield, Ohio, Fire Department. "It takes a lot of the extra stressors off of that first line company officer who's on an engine making a lot of rapid decisions."

"Because the response software is specifically designed for the needs of firefighters, it's rapidly gaining acceptance," said Ferguson. The company now has large departments like Little Rock, Ark., and small departments like Forest City, N.C., as customers.

"Once it was in the trucks the buy-in was immediate. It was seamless," said Jester. "Even the saltiest firefighters we have, the ones that would say 'you can't make me do this,' are begging for it now. I don't know if they could live without it."

StreetWise CADlink is continuing to expand on its success. The software is now being offered as an option on the Command Zone display of apparatus built by Pierce Manufacturing, one of the largest fire apparatus suppliers in the world. StreetWise is now also developing customized cloud-based resource dispatching and tracking systems for other government services, such as snowplows, public works, parks departments and facility maintenance crews. ■

Information provided by Hangar 14 Solutions.



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Aero's donation will aid in the effort to support the nine out of 10 veterans that do not qualify for federal scholarship assistance.

Aero Vice President of Sales and Marketing Jeff Boyd presented the donation of \$10,600, which will provide scholarships for two local applicants.

For more information or to make a donation to Folds of Honor, visit www.foldsofhonor.org.



APWA president, new and reelected board members announced

Kansas City, Mo. — Brian Usher, PWLF, director of public works, Largo, Fla., assumed the office of president of the American Public Works Association during the 2015 APWA International Public Works Congress and Exposition in Phoenix, Ariz. Usher leads the board of directors and organization,

which provides professional development and educational services to its members, advocates for investment in infrastructure and supports 63 APWA chapters in North America. Usher serves as president of APWA for the 2015-16 term.

Usher is joined by APWA president-elect Ron Calkins, P.E., PWLF, Ventura Public Works director (retired). Calkins will serve a one-year term as APWA president-elect. Also on the board is past-president Larry Stevens, P.E., PWLF, project director, HR Green Inc., Johnston, Iowa.

New to the board is Shahnawaz Ahmad, P.E., president of SA Associates, director of Region VIII. Other members reelected to the board of directors are Mary Joyce Ivers, CPFP, PWLF, director-at-large fleet and facilities, Ventura Public Works, Calif.; Richard Stinson, PWLF, director of public works, Wakefield, Mass., Region I director; Harry Weed, II, PWLF, superintendent of public works, Rockville Centre, N.Y., Region II director; Richard Berning, (retired) Springfield, Ill., Region V director; and Chuck Williams, PWLF, director of municipal services, Lenexa, Kan., Region VI director.

For more information about APWA, visit www.apwa.net. ►

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Regional information technology networking groups



DARREN DAVEY | Guest columnist
*Information Technology Manager,
Vandalia, Ohio*

THE IDEA OF DEVELOPING A COLLABORATIVE, PROFESSIONAL networking group for information technology managers and directors seems like a pretty straightforward concept, considering that such individuals work day after day to connect devices together, improve the software processes and find new ways to do things. But when it comes to connecting with other individuals, IT managers often fail to reach out to neighboring departments and municipalities to share ideas, discuss issues and develop solutions that benefit their own departments or those in the region.

Some regions already have well-established groups of professionals who get together on a regular basis, but for those who do not, the formation of a networking group will most likely yield many benefits for both IT and the entire organization. As IT becomes both a leading and enabling force in the workplace, organizations are finding that much can be learned by encouraging the flow of IT-related information between all the key players in the region. Not only can information, ideas and projects be shared, but resources, training and even the ability to share certain aspects of a workforce is becoming quite beneficial for IT departments striving towards regional cooperation.

I have seen several of these groups take shape around the Dayton, Ohio, region over the past several years. One is the Southwest Ohio Municipal Technology Group, which I formed in 2008. What was once a gathering of a few municipal information technology employees is now a group of more than 25 municipalities, townships and counties. Not only do the organizations stay in contact with each other via quarterly meetings, they have formed smaller cooperative relationships on the side. Agencies seeking information, assistance or cooperation on projects utilize shared contact information to reach out to each other on a regular basis.

The format of the quarterly meetings changes once in a while. For the most part the group meets for two hours, from 10 a.m. until noon, with an optional lunch at a nearby restaurant. The first hour and a half are spent in a roundtable discussion, where each agency discusses the projects it is currently working on or will be starting soon. If there are project-related questions for the group, they get discussed in more

Realized benefits

Even when the group was small, the ability for IT managers to know that there were others around to confide was truly beneficial. A few of the realized benefits over the years have included:

- Organizations get together to discuss a project after they realize that another city is working on the same type of implementation. Instead of each city going through each of the individualized project steps, they can combine research notes, vendor leads and design ideas. Additionally, vendors themselves may realize what impact one sale may have on another organization and strive to provide better pricing and overall project design.
- Organizations often set their minds on one type of solution and forget to look at what others are doing. The group often provides alternative solutions and considerations.
- Discussions often involve the performance of various service, software and hardware vendors. This allows the reputation and performance of the vendors to be shared with the group.
- Organizations are more frequently choosing to share data centers for offsite backups and cold/hot sites, as well as software licensing.
- Various cities have implemented solutions, such as 911 call centers, using shared licensing. Instead of each agency paying for a complete solution, shared solutions allow costs to be distributed.
- Employees from one organization with a strong skill set in a specific area will often spend some time at another organization that needs additional advice or assistance.
- Site visits have become very popular, allowing neighboring cities to see how their counterparts operate.

The benefits continue to be discovered as time goes on, and the trust and dependency of IT departments in the region are beginning to produce even more amazing results.

detail. After the roundtable, the group discusses a few pre-submitted topics, such as upcoming legislation or new virtualization software. The conversations often continue into lunch, where agencies have an opportunity to talk in smaller groups or one on one. ►



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continued from page 79

News & Notes

APWA 2015 Presidential Award for Leadership presented to Darwin Durnie, PWLF

Kansas City, Mo.—The American Public Works Association Presidential Award for Leadership was recently given to Darwin Durnie, PWLF of Alberta, Canada. The Presidential Award for Leadership is bestowed at the sole discretion of the APWA president to a member who has distinguished himself or herself with leadership in the public works profession. This year at the APWA International Public Works Congress Aug. 31 in Phoenix, APWA Past President Larry Stevens, P.E., PWLF, presented it to Durnie, who is principal and director of business development for Stantec Consulting Ltd. in Red Deer, Alberta, Canada.

Durnie has also been recognized as an APWA 2015 Top Ten Public Works Leader and has served in many capacities for APWA and the Canadian Public Works Association. During 2010–14 he served two terms as president of CPWA. He previously served as president of the Alberta Public Works Association and is currently on the CPWA board as director from Alberta.

Stevens cited Durnie's impact on the entire association and the public works profession across the U.S. and Canada through his management style and intuitive leadership at the local, regional and national levels, and his education and certification efforts for APWA and CPWA.

American Traffic Safety Services Association hires William Dallas as convention sales manager

Fredericksburg, Va.—William Dallas, who has a background of nearly two decades in the D.C.-area national association industry, was named convention sales manager for the American Traffic Safety Services Association in Fredericksburg, Va. Dallas will be responsible for the sales and management of ATSSA's Annual Convention & Traffic Expo, the Northeast's largest trade show of its kind dedicated to roadway safety products and services.

Prior to his employment with ATSSA, Dallas worked as corporate development manager for the International Test and Evaluation Association in Fairfax, Va. He served as marketing specialist with DECA Inc. in Reston, Va., after working as conference coordinator for the National Association for Variable Annuities, also in Reston. He served the Arlington, Va.-based American Association of Motor Vehicle Administrators as coordinator of member and conference services; the National Association of Home Builders in D.C. as national marketing assistant of the meetings and conventions division; and the National Association for the Education of Young Children, also in D.C., as information associate. ▶

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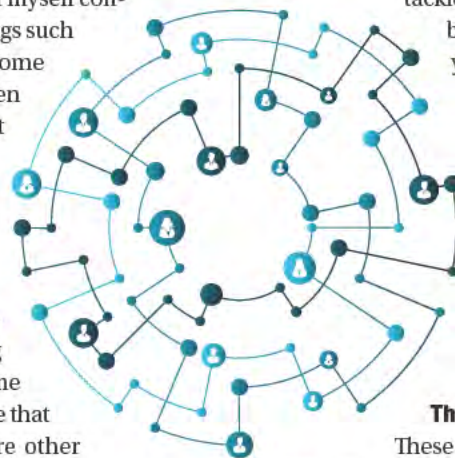
Getting it started

I've often talked with IT managers at various conferences and learned how isolated they feel, either within their own organization or as it relates to their neighboring communities. Not all IT managers have the confidence to reach out to surrounding organizations to get a regional IT group started, so it's important for the leadership of each county, city, township, etc., to begin the process of getting their IT departments involved. Even something as simple as having lunch with two or three IT managers can have an astounding impact on making connections.

When I first took my position as an IT manager of a small community of 14,000, I didn't know anybody in the neighboring towns who held similar positions. Eventually, I would find myself contacting surrounding departments for small things such as a problem with their website or perhaps some data transfers that needed to happen between agencies. As I talked with each IT department manager over the course of a year, I would simply ask if they were part of any IT group or if they would be interested in starting one. I eventually put together a list of about five individuals who were interested. We started meeting for lunch at various locations and talking about some of the projects we were working on. This continued on for about a year. At the time it seemed like it was enough, but I didn't realize that further down the road in each direction were other agencies looking to do the same thing.

We began sending emails to all the IT managers in the Dayton area, and if smaller agencies didn't have a full-time IT person, we contacted their city manager, finance director and even consultants who supported their IT needs. Eventually, we had about 15-20 agencies that were interested in joining the group. We formalized the meeting structure and began rotating meeting locations around the Dayton area every three months. Attendees included a wide range of individuals such as managers, product specialists, assistant city managers, finance directors, etc. The mix of job descriptions allowed the group to have great conversations and everyone seemed to benefit.

"What was once a gathering of a few municipal information technology employees is now a group of more than 25 municipalities, townships and counties."



A few things became evident as the meetings continued. We found that over the course of a few years, almost all departments ended up working on the same basic projects: but depending on their size and budget, the timeline varied. For example, larger agencies would often tackle issues, such as thin clients and phone systems, before the smaller agencies. But in a matter of a year or two, the smaller agencies would begin those types of projects.

On the flipside, smaller agencies often could implement specialized software more frequently and over a shorter span of time. This allowed larger agencies to benefit from the "little guys" and consider many different solutions as well. The smaller agencies tend to change financial, police and fire software at a higher rate than their larger counterparts.

The takeaway

These IT-specific networking groups are critical, in my opinion, to the growth of an organization, specifically in terms of regional cooperation. I encourage you to reach out to surrounding organizations to see if there is already a group to join or to discuss the formation of a regional IT group. ■

Darren Davey has worked as a network manager for the Vandalia-Butler School District and as both a senior systems engineer and sales engineer for a Dayton-based consulting company. Since 2005 he has served as the information technology manager for the city of Vandalia. Contact him at darrendavey@att.net.



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Port Metro Vancouver's Low Level Road project earns ISI's Envision Sustainable Infrastructure Platinum Award


Washington, D.C., Vancouver, B.C. — Port Metro Vancouver's Low Level Road project recently received the Institute for Sustainable Infrastructure Envision sustainable infrastructure rating system's Platinum Award. The project is the first transportation project to receive an ISI Envision-verified sustainable infrastructure rating system award.

The Low Level Road project involved the realignment and elevation of approximately 2.6 kilometers of Low Level Road in North Vancouver, British Columbia, Canada, providing space for two new rail tracks. It also eliminated three existing road and rail crossings and provided direct access to major port terminals. In addition, the project addressed safety, recreation and noise challenges associated with port operations along the Low Level Road, including the reconfiguration of three intersections and improved lanes for cyclists.

The project was designed to enhance rail and port operations as international trade continues to grow and to address long-standing community safety and traffic congestion challenges in the area. Stantec Consulting Ltd. was the principal consultant on the project, which was funded by Port Metro Vancouver, port industry, Canadian National Railway, Translink, Canadian Pacific Railway and the city of North Vancouver.

Finley Fire Equipment Co. purchases Bluegrass Fire Equipment

McConnelsville, Ohio — Finley Fire Equipment Co. Inc., the foremost leader of fire and emergency apparatus and equipment for Ohio, West Virginia and Kentucky, announced in September its purchase of Lexington, Ky.-based Bluegrass Fire Equipment. BFE will retain its name as it combines its resources with FFE. The acquisition better positions FFE and BFE — with a broader product selection and expanded service offerings — to continue to exceed customers' needs and provide hands-on service and assistance during and after the sale.

The quality products represented by FFE and BFE, along with a knowledgeable sales force of over 35 representatives and over 25 outstanding service technicians — all of whom undergo continuous extensive training — ensure that departments have as little out-of-service time as possible. Annual maintenance and testing of air compressors, air packs, pumps, aerials, rescue equipment and air bags are also performed by company employees, most of whom are current or former firefighters. 

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M**TOP
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Cities with the most high-tech jobs

The U.S. economy lags behind developed nations that are investing more heavily in education, technology, innovation and other industries that invigorate their national economies.

The percentage of U.S. workers employed in what the Brookings Institution calls "advanced industries" has fallen from 11.6 percent in 1980 to 8.7 percent in 2013, said 247wallst.com. While this represents a slight improvement since 2010, the need for a resurgence in the nation's most important industries is pressing.

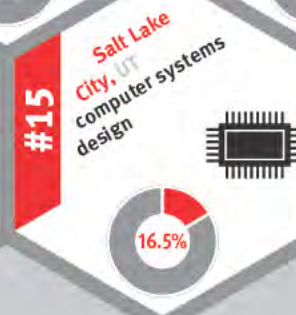
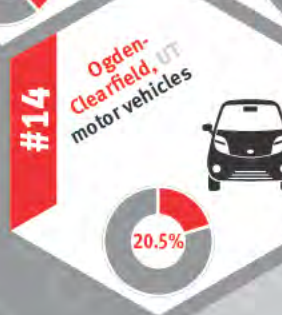
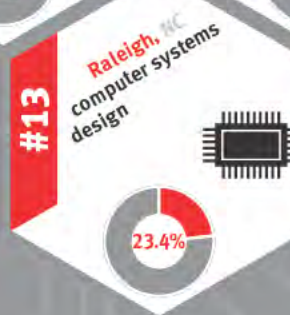
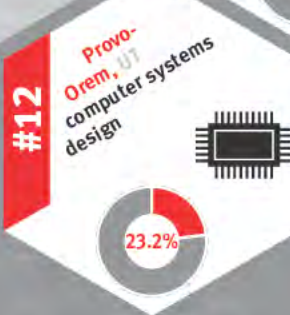
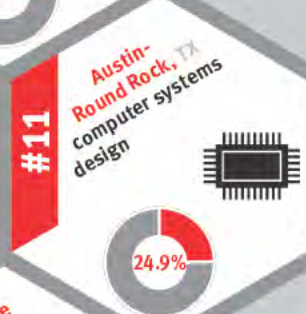
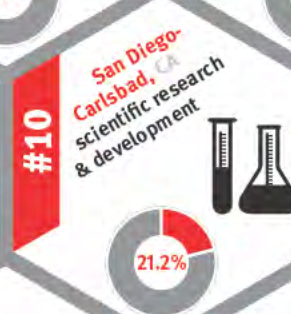
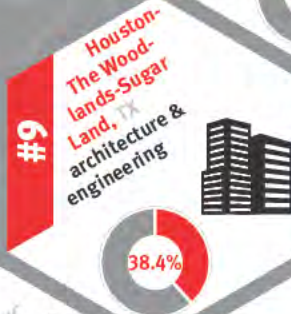
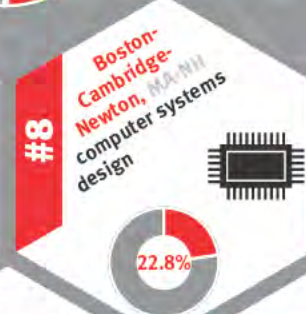
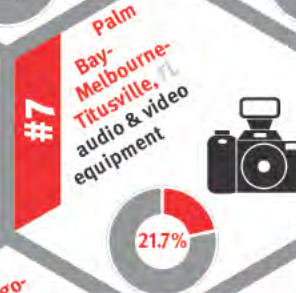
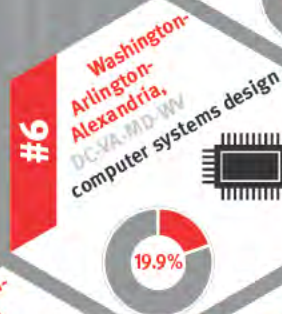
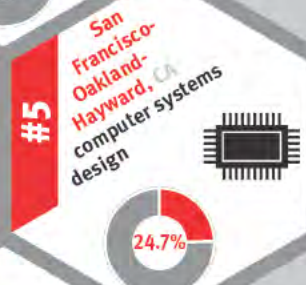
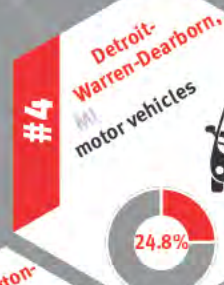
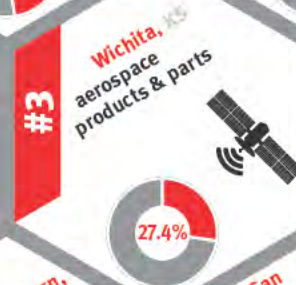
In February the institution's report, "America's Advanced Industries: What They Are, Where They Are and Why They Matter,"

identified 50 such advanced industries: those whose research and development spending exceeds \$450 per employee, and whose proportion of science, technology, engineering, mathematics workers is above the national average.

To identify the 15 metro areas with the most high-tech jobs, 247wallst.com reviewed the share of workers in each of the 100 largest metro areas employed in advanced industries and also looked at educational attainment rates, poverty rates and the percentage of area residents with health insurance as reported by the U.S. Census Bureau's 2013 American Community Survey. These are the cities or metropolitan statistical areas that came out on top.



Pie chart indicates share of output from advanced industries



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Ball Bearing,
Fuel Tank.



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& Cooler, Key
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Iron Sleeve,
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