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December 2015

2016 Outlook

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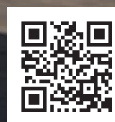
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Contract Documents for America's Infrastructure

EJCDC Releases First Standard Public-Private Partnership Agreement in US

EJCDC recently released the first standard public-private partnership (P3) contract document in the United States prepared by an impartial, professional, non-profit organization, the **EJCDC® P3-508, Public-Private Partnership Agreement**.

As a pioneering document in the U.S., EJCDC® P3-508 was developed following reviews of dozens of P3 agreements already in use, as well as with the advice of owners, attorneys, financiers, developers, contractors, and design professionals experienced with P3 delivery both in the U.S. and abroad. The resulting new EJCDC document presents a framework of contractual conditions typical among P3 agreements, and is flexible enough to meet the needs of most public and private entities.

More frequently, governments are turning to public-private partnerships as an innovative way to implement public works projects. A P3 agreement allows a government entity to leverage private sector expertise and resources to perform functions previously performed solely by government entities. P3 is a project delivery model that supports the realization of a public improvement, including design, financing, construction, operations, and maintenance.

Under a P3 agreement, a government entity grants a private entity a concession to implement a public project or service, such as public utilities or infrastructure development and management. Terms of financing, construction, operation and maintenance of the project are set forth in the P3 agreement in accordance with jurisdictional statutes and regulations.

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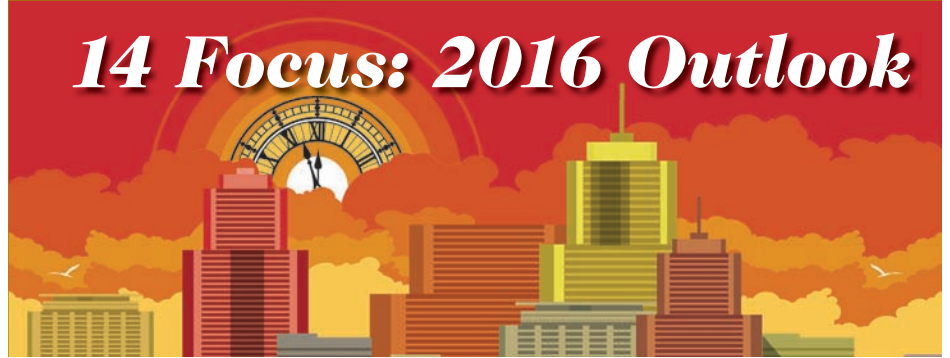
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Insurance Auto Auctions has been a leader in the auto auction industry for more than three decades, helping vehicle providers sell thousands of vehicles every day online and at over 165 locations across North America. Find out how to benefit from IAA's expertise at IAA-Auctions.com.





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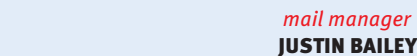
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“At least half the races have been held in below-zero temperatures.”

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Looking back and lingering



Jodi Marlin | Editor

DURING SEVERAL MOMENTS IN 2015, it seemed clear that American society was reaching the end of an era. The older I get the more I gain that global perspective I've heard people talk about, though, so at first I chalked it up to that. But I started to notice that young people, too, were voicing similar concerns: proof that they recognized significant shifts in values and culture was taking place.

Among these was the death of nine worshippers in South Carolina by an assassin wrapped in the Confederate flag. I was pleased to see that the tragedy sparked the first consequential conversation of my lifetime about that historic and controversial symbol. I know that on a local level, inside a few city halls that flew the battle flag until the incident occurred, those conversations about history and heritage versus discrimination and hate continue.

At least they're happening.

Meanwhile, law enforcement agencies of all sizes spent 2015 trying to navigate the post-Ferguson climate. Did anyone else think they'd live to see the day when law enforcement was presumed guilty until proven innocent? At least, here again, polarizing confrontations are framing the gateway to questions that have the potential to expose the crux of the general public's shift from blanket respect for law and order to deep-rooted mistrust.

Here at The Municipal we're also taking time at the end of the year to gauge and evaluate the trends we think will gain steam during the next 12 months. Among them, the groundswell of interest I'm seeing in regional cities initiatives across the country is intriguing. Even though I'm secretly a hayseed who lingers in and appreciates the original flavor of smaller, seemingly disconnected cities, there's really no denying that several factors have forced municipalities into thinking of themselves as part of a larger entity and operating as such. Cuts in funding from federal and state sources, and the single, world community that has been created by digital technology are just two of the impetuses forcing governments of all sizes to share resources and work together to promote their strengths and attack problems.

I fear the effect the regional cities initiative might have on the self-identity of the players. Is

it possible to support the local economy by participating in this particular idea, while retaining the idiosyncrasies, personality and charm that make the individual towns and municipalities attractive to their residents and to tourists?

The themes we explore in the last issue of The Municipal for 2015 include other trends that promise to proliferate in the coming year. Writer Lauren Caggiano starts us off, documenting on page 16 the utility cities have found in moving email and other internal functions to the cloud. Denise Fedorow, meanwhile, provides an example of how the strong desire to implement alternative fuel sources into fleets has opened municipalities' doors to new and sometime unusual partner relationships; and, perhaps going back to my concern about local flavor, in "Berne, Ind.: Swiss homeland U.S.A.," Christine Beems discovers that a community's decision to embrace and promote its cultural heritage—even to the point of architectural influence—is a risk that sometimes pays dividends.

These are the themes that occupy us now. They will still be around after the holidays, though: So here's hoping you'll take a break from them to enjoy the gift of friends and family this month. When the desserts and drinks are finished, we can pick the conversations up again. I hope your holidays are joyous. Blessings. **M**



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Benefit from an auction partner

Sell your vehicles, save your resources



IN THE BEST-RUN MUNICIPAL DEPARTMENTS across the country, every minute and dollar go where they can make the biggest impact. Achieving that efficiency can be difficult in the face of challenging tasks, including the disposal of vehicles that have outlived their usefulness. What seems manageable at first can quickly become a resource-draining exercise that could be avoided with help from a carefully chosen auction partner.

There are plenty of automotive auction companies looking to team up with organizations that can provide them a steady stream of vehicles. But the right company — the right partner — gives your needs equal importance and meets those needs with a handful of characteristics we'll call "the four Es":

- Expertise
- Experience
- Efficiency
- Easy access

A closer look at each will show why so many government agencies opt for an auction partnership, and why it pays to do your homework before entering into one.

Expertise

First and foremost, you need a partner who knows what they're doing and is prepared for any situation — someone capable of managing the auction process in unique circumstances as well as they do under ordinary ones. So when you're vetting potential candidates, find out if they can:

- Handle every type of vehicle. They should know their way around motorcycles, construction equipment and everything in between.
- Secure the necessary paperwork. Titles can be problematic, so look for a partner with a department dedicated to that important document.
- Reach the right audience. By knowing who's interested in your particular vehicles, they'll be able to stir up interest and ensure the best sale price.
- Keep up with the latest technology. If their auction isn't accessible on the Web and via mobile device, that's fewer people bidding on your items.

Make sure your partner has the capacity to handle a significant number of vehicles. (Photo provided)

Experience

There are few better ways to gain the necessary knowledge than simply doing the job every day. The right auction partner has extensive experience on their side and, as a result, is ready for every situation because they've seen every situation a thousand times.

That's not the only benefit of aligning yourself with an experienced company. You also get the confidence that accompanies a proven track record. Short-term success is easy to find, but hard to trust. Hold out for an established leader in the industry, and you'll be 100 percent comfortable handing over your vehicles to them.

Efficiency

Depending on how you dispose of your vehicles currently, you may already know how challenging the auction process can be. With the right partner, however, you'll have the option of reducing your list of responsibilities to two items:



LEFT: An attentive customer service team can be the difference between a sluggish auction process and one that moves along smoothly. (Photo provided)

BELOW LEFT: To get the most for your vehicles, choose a partner like Insurance Auto Auctions that accepts bids live on location, as well as online. (Photo provided)

BELOW: With knowledge and experience on their side, your auction partner will be able to handle any type of vehicle you provide. (Photo provided)



1. Contacting your partner to let them know you have vehicles ready for sale.
2. Depositing the check they send you.

Obviously, there are a lot of steps in between. But it's your partner's responsibility to ensure the process goes smoothly after he takes possession of your vehicles, not yours. With the right company handling that process, revenue increases while cycle times drop. That leaves your focus where it should be: using your newly available resources in a way that serves your community to the best of your ability.

Easy access

This particular characteristic is important for two participants in the process: you and the person who ultimately buys your vehicle. Earlier, it was mentioned that technology brings in more potential buyers by letting them choose how they view and purchase your inventory. But access is just as crucial to you, albeit in different ways.

For starters, you should have a readily accessible point of contact. Whether you're reaching out to assign vehicles for sale or checking in at any point throughout the

process for updates, you need someone you can touch base with quickly and easily.

You should also consider how easy it is to access your partner's actual locations. When your vehicles leave your facilities, where do they go? Are they crossing state lines? How much time does it take them to reach their ultimate destination? The longer the journey, the longer it takes for the sale process to wrap up. Keep things simple by selecting a partner with enough physical locations to make vehicle transport as easy as possible.

Real-world results

That's all fine in theory. But how does it work in reality? The Utah Department of Motor Vehicles found out when it decided to take a closer look at how it disposed of its vehicles.

The motivation behind its analysis was a steady growth in the state's vehicle population and a concurrent rise in the number of vehicles impounded and subsequently abandoned. The higher volume resulted in a greater need for the disposal process to be as efficient as possible, so the department turned to an industry expert with more than three decades in the field: Insurance Auto Auctions.

Up to that point Utah performed its own vehicle auctions, but IAA's analysis revealed potential for improvement. Both parties pored over the results and decided to forge a mutually beneficial partnership. Once the agreement was finalized, the Utah DMV had the means to reallocate its resources and better serve the state's residents, and IAA had a steady source of vehicles for its 170-plus locations in North America and customers in more than 110 countries.

"With all of our municipal partners, we have two goals: speed up their process and increase their revenue stream," explained Ron Walters, IAA's director of field sales. "The Utah DMV came to us because they knew we had the infrastructure already in place to handle the increased workload they were seeing. We helped with the considerable number of tasks involved—securing titles, preparing the vehicles, marketing them—and provided access to a literal world of buyers that ensured results everyone was happy with."

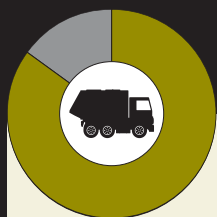
To learn more about IAA and the services it offers its partners, visit IAA-Auctions.com. ■

Information provided by Insurance Auto Auctions

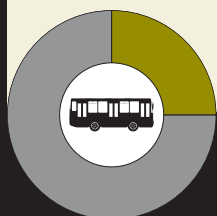
Focus:

2016 Outlook





According to the American Gas Association, **85 PERCENT** of new garbage trucks purchased across the United States run on CNG, as do **25 PERCENT** of new city transit busses.



CNG

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Since partnering with the city of Pensacola, Fla., to build a CNG station in 2012, Emerald Coast Energy Authority trucks get two to two and a half times the mileage with compressed natural gas that they did with diesel.



Learn more on page 20

Tourism

\$1½ million

Amount reportedly given by Keith Reinhard of DDB Worldwide to his hometown of Berne, Ind., toward the construction of a clock tower and park project that will draw tourists to the Midwestern town that has a strong Swiss identity. Even during the recession, tourism remained a top economic driver for small cities in the U.S.: It's expected to boom again due to the steady recovery.

Read all about it on page 28

NRPA 50TH ANNIVERSARY



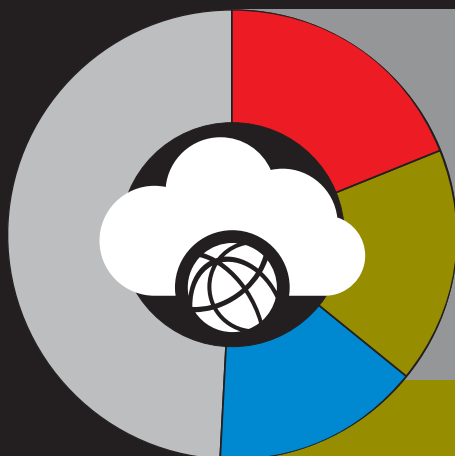
Conference participants were encouraged to brainstorm ideas for parks of the future, including using hashtag **#NRPA50** on social media to share their visions of tomorrowland in the parks.

Get the whole story on page 24



“The organization has seen a great deal of change over the years... and the demand for recreation and park services has grown dramatically.”

— Dr. Tony Mobley, executive director emeritus of the National Recreation Foundation



Cloud Computing

Even in 2013, cloud services were booming among municipalities. Among those that were using cloud services at the time:

19 percent did so for storage

17 percent did so for conferencing and collaboration

15 percent used it for messaging, business process applications and to increase computing power

49 percent other

Source: http://www.cdwnewsroom.com/wp-content/uploads/2013/02/CDW_2013_State_of_The_Cloud_Report_021113_FINAL.pdf

Learn more on page 16

Municipal offices aim for the cloud

By LAUREN CAGGIANO | The Municipal

Adopting a cloud computing solution can save time and money and increase transparency, but it's not a decision to be taken lightly.

CANTON, GA., PROVES CLOUD computing can add value to local government. As chief information officer there, Camile Wehs is responsible for providing vision and leadership for developing and implementing information technology initiatives that align with the mission of the city.

To that end, Wehs was involved in the decision to adopt a cloud solution. Among other things, return on investment was a major consideration. Overall, the service and cost ratio was key, she said.

"If the service one chooses can provide optimum effectiveness with the ability for you to grow into while achieving a cost savings, then it is something to consider," she said. "There are several small municipalities that have an equally small staff. By embracing cloud services, they can become more effective by providing a wider set of services and features to both internal and external users."

Speaking of growth, the city, which is located outside of Atlanta, has experienced a population boom in the past decade. According to the National League of Cities' document "Investing in your City's IT Infrastructure," the demands of such growth called for "a scalable IT solution to replace its costly and unstable pre-existing e-mail system." Canton's email system was unreliable, and updating the spam filters was highly time-consuming. In other words, there had to be a better way.

To better meet its needs, the Canton IT department made the move to a networked, offsite cloud. The city chose a system based on technology from Google, which closely resembled the Linux-based system used

previously. The new email services and suite of applications were installed relatively quickly and were well received by municipal workers.

Other benefits included an increase in public transparency as it has become significantly easier for the city to make public documents and information available online.

The overall result of the investment was a 109 percent increase in IT department productivity and savings of nearly \$10,000 yearly over the previous onsite services the city provided. For Wehs, there was also emotional relief. She no longer had to worry about failing hardware, mounting licensing costs, maintenance fees and ever-changing budget items that were associated with the older system.

While the savings is significant, Wehs challenges decision-makers to look at the big picture. Cities should not just look at the cost of the service, but also consider the cost to upgrade the hardware, training, backups and so on for having the service internally versus hosted.

Another critical item is the vendor's performance. Wehs recommended due diligence by researching and asking questions about its backup process, data centers, etc.



"Know the company you are working with," she said. "Most reputable companies will offer you a long-term trial that has full functional-

ity, if they are worth their weight in gold."

The project proved to be a move in the right direction, but there was some initial anxiety, Wehs said. For example, she was concerned whether users would embrace this change with ease; and would it be used to its fullest capabilities?

"All of those questions and thoughts were quickly put to rest after a few short months," she said. "Users were actually more empowered, and communication was drastically improved."

Wehs is quick to share her department's success story, but she said cloud-computing isn't necessarily ideal for every municipal department or service. It should be considered on a case-by-case basis.

"This is a question that is best asked individually," she said. "There is no easy answer here. In today's market a city can opt to put all services cloud-based. It is specific to each."

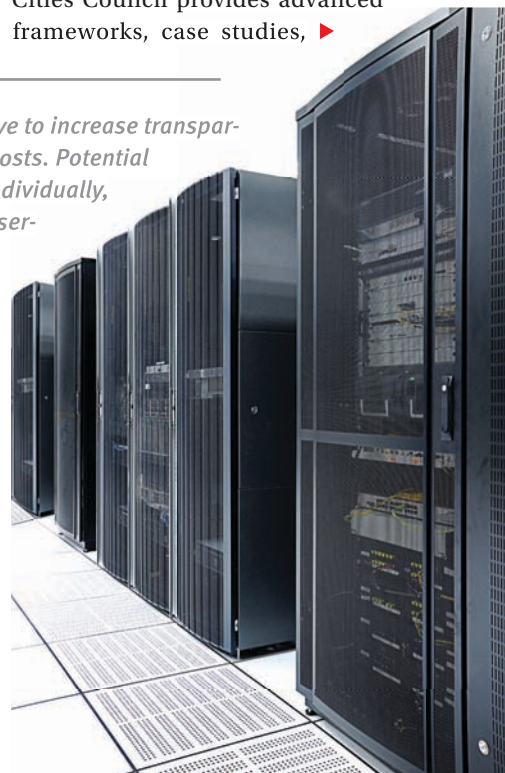
There are other success stories, according to the Smart Cities Council. The Smart Cities Council provides advanced frameworks, case studies, ▶

RIGHT: Cloud computing and storage can serve to increase transparency and productivity while also decreasing costs. Potential cloud-based solutions should be evaluated individually, though, in relation to the specific function or service they would replace. (Shutterstock photo)



"Know the company you are working with...Most reputable companies will offer you a long-term trial that has full functionality."

Return on investment was a major consideration when Canton, Ga., decided to move its email service to the cloud. Overall, the service and cost ratio were key, said Chief Information Officer Camile Wehs. (Photo provided)



regional and national events and other resources that help cities understand the pathway to becoming more livable, workable and sustainable. As a market accelerator, it contribute to its partners' success by moving the entire smart cities field forward in a vendor-neutral manner.

Stuart Cowan, chief scientist, said the cloud presents many opportunities for cities and towns of all sizes.

"Cloud-based solutions allow cities to get out of the data center business and streamline IT functions, replacing large capital expenditures with flexible pay-as-you-go models," he said. What's more, he said it's "very safe" to take this approach so long as vendors are cautiously vetted.

*Stuart Cowan, chief scientist, Smart Cities Council, acknowledges that cloud services streamline functions and save money. For these reasons it's becoming increasingly common for communities to move some or all of their services to the cloud.
(Photo provided)*



Some examples of municipal cloud-based solutions include:

- IBM Research and SCA are partnering to create a shared service cloud for the 1,600 municipalities in New York state. This cloud model is predicted to reduce government IT budgets by 25 percent by streamlining applications and connecting municipalities.
- The city of Charlotte, N.C., has moved to a cloud-based solution from Microsoft that automates event requests, workflows and other operational aspects for tourism event permitting.
- The Seattle 2030 District, a public-private collaborative of downtown Seattle, Wash., property owners and managers committed to ambitious energy use reduction, is rolling out a cloud solution based on Microsoft Azure cloud technology. This will enable real-time data collection from multiple systems in dozens of buildings in Seattle's central business district, and use data analytics to fine-tune building management systems for energy efficiency. M

"Cloud-based solutions allow cities to get out of the data center business and streamline IT functions."

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Pensacola partnership sets an example

By DENISE FEDOROW | The Municipal

A unique partnership between the city of Pensacola, Fla., and Emerald Coast Utility Authority is an example of public/private partnership success. As municipal budgets continue to be stretched to the limits, it seems as if the public/private partnership trend will continue to drive forward in 2016.

Pensacola has its own natural gas company, Pensacola Energy. PE wanted to create an infrastructure for compressed natural gas, so city representatives approached officials at ECUA — a regional water, sewer and sanitation company covering portions of Escambia and Santa Rosa counties in Florida — about joining resources to build this infrastructure.

The two agencies reached an agreement to build not only the infrastructure, but also several CNG fueling stations in the metro area — two of which are at ECUA facilities.

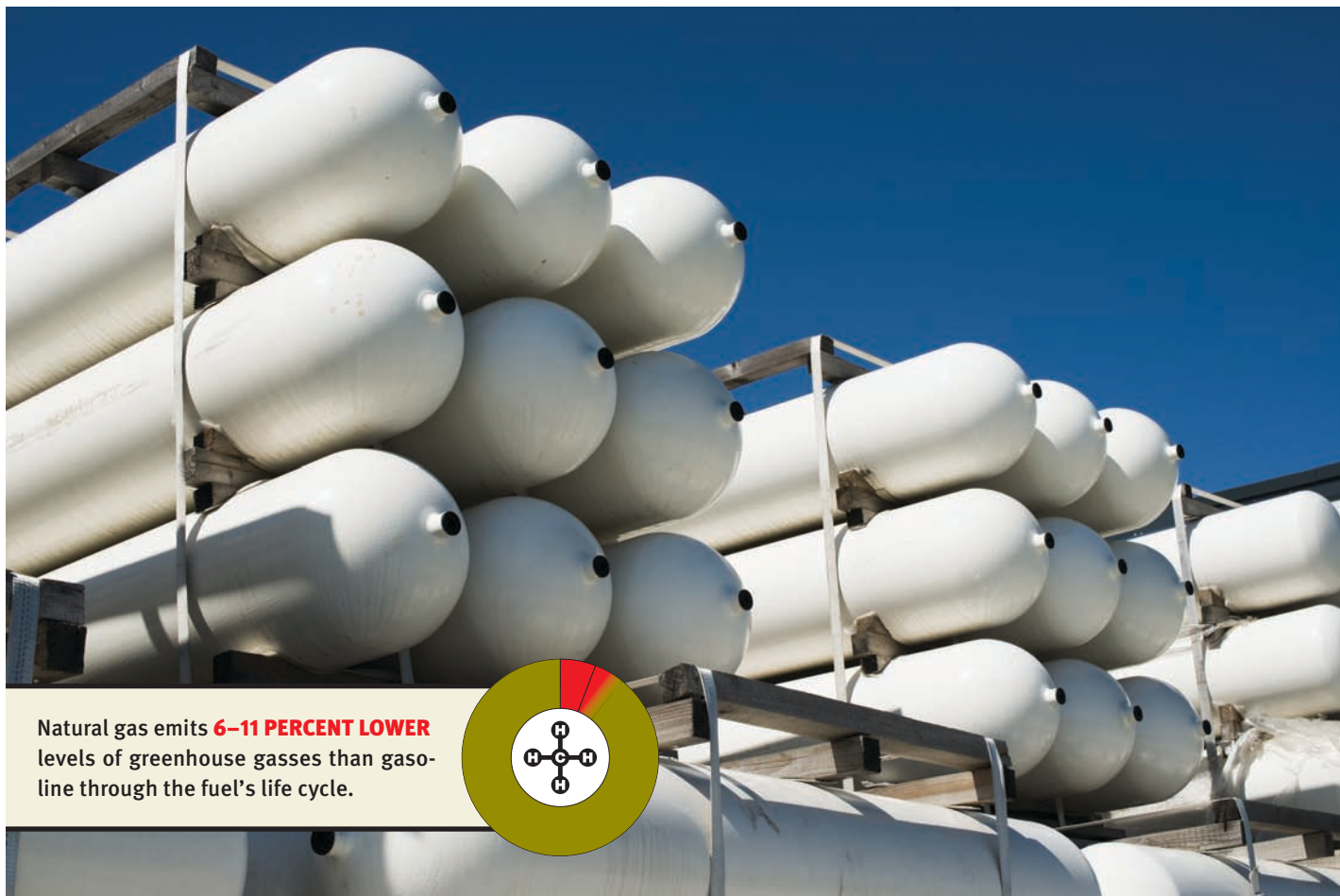
“We had the property, and it seemed like the logical location for the first fueling station,” said Nathalie Bowen of ECUA. “We provided the land and they built the station — the first

BELOW: This filling station was the first built as the result of a partnership between the city of Pensacola, Fla., and Emerald Coast Utility Authority. It’s located on Pine Forest Road, adjacent to the ECUA Sanitation Complex. The station is also open to the public: Commercial drivers passing through can stop and fuel up 24-hours a day. (Photo provided)

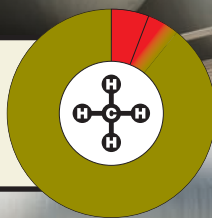


one was adjacent to our facilities. We were their first contracts.”

The first 1.8 million fueling station, at 6722 Pine Forest Road, serves more than 80 natural gas vehicles operated by ECUA, the city and Escambia County. At the time the station opened on Oct. 3, 2012, the national average for a gallon of diesel fuel was over \$4 a gallon,



Natural gas emits **6–11 PERCENT LOWER** levels of greenhouse gasses than gasoline through the fuel's life cycle.



CNG

2×

Since partnering with the city of Pensacola, Fla., to build a CNG station in 2012, Emerald Coast Energy Authority trucks get two to two and a half times the mileage with compressed natural gas that they did with diesel.



versus \$2.05 for compressed natural gas. The second station located on ECUA property opened at its main campus in the Ellyson Industrial Park. That station went online in January 2014 and serves ECUA's main fleet as well as other fleets located in the industrial park.

Compressed natural gas is a fossil fuel and reportedly one of the most sought-after fuel sources. There are two reasons why CNG is in

“People here love that ECUA is supporting American workers and is not dependent on foreign countries for fuel.”

such high demand: economical and ecological. CNG is cheaper because of advances in drilling techniques that allow for better and easier extrication of the natural gas.

Natural gas is called the cleanest-burning alternative fuel because of its low carbon content. According to the Alternative Fuels Data Center, using compressed natural gas results in a substantial reduction of hydrocarbon, carbon monoxide, nitric oxides and greenhouse emissions. Based on results of testing from Argonne National Labs, natural gas emits 6–11 percent lower levels of greenhouse gasses than gasoline through the fuel's life cycle, and even less than liquid natural gas because compressing the gas requires less energy than liquefying it.

This type of data spurred Pensacola Mayor Ashton Hayward to pursue the partnership with

ECUA. The city reportedly gives ECUA a discount on natural gas in exchange for providing the land and helping to build the infrastructure.

According to the American Gas Association, 85 percent of new garbage trucks purchased across the United States run on CNG, as do 25 percent of new city transit busses.

Jim Roberts, public information specialist for ECUA, explained that the fuel is “perfectly structured for established route use” such as those used for buses, trash collection, postal service and package delivery. Part of the reason is that being able to determine the amount of miles a given vehicle is driven daily makes estimating fuel costs easier. Also, the stop-and-go of such vehicles uses more fuel and creates more wear and tear on the vehicle — problems that are lessened with a natural gas vehicle. ►



FAR LEFT: A ribbon cutting took place in August 2012 of a Pensacola Energy/ECUA CNG station. Pictured in front, from left, are: Elizabeth Campbell, ECUA board member District 1; Pensacola Mayor Ashton Hayward; and Elvin McCorvey, ECUA board member District 3. (Photo provided)

Emerald Coast Utility Authority's board of directors decided not to ease into the waters, but to jump in with both feet when they authorized the switch to natural gas vehicles and approved the purchase of 50 vehicles. Finances were the reason. With the cost of diesel fuel rising and the utility already having added a surcharge to customer's bills, "we knew there had to be a better way" Borden said.

Roberts said the utility saw a savings the very first year. Its "very diverse fleet" hit the roads in 2012, and in 2012-13 it saved 1.1 million in fuel costs. From 2013-14 that number went up to \$1.3 million. Last year the savings dropped a little, but that was because gas prices went down. He said they are getting double the miles per gallon with CNG — 4-5 used miles driven per gallon, versus 2 miles with diesel fuel.

There has been a tremendous savings in maintenance costs as well. Roberts said that when the ECUA used diesel fuel, brakes had to be replaced every 90 days: By using CNG, it's only replacing brakes every two years.

The savings were passed on to customers, who saw the fuel surcharge removed from their monthly bills.

Increased business

Not only has the partnership saved money for both the city of Pensacola and ECUA, it has also gained income sources for each entity. ECUA gained business by being able to bid lower on contracts because of the savings it is experiencing.

The city has been able to market the CNG infrastructure to new businesses looking to locate to the area. National companies like Frito-Lay and AT&T, whose fleets regularly travel through the state, can fuel up at Pensacola's CNG stations. The Pine Forest Station's location a few miles south of Interstate 10 makes it a convenient stop for commercial drivers.

In addition to the cost savings and income generated, there are also benefits such as being responsible for reducing harm to the environment via greenhouse gas emissions


CENTER: Compressed natural gas vehicles owned by the Emerald Coast Utility Authority, which now fill up at the station. (Photo provided)

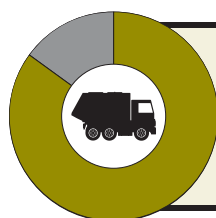
and using American-based fuel sources rather than relying on foreign oil. Neither is lost on the people they serve, because Pensacola is home to a lot of veterans and active military.

"CNG is called 'America's fuel' and people here love that ECUA is supporting American workers and is not dependent on foreign countries for fuel," Roberts said.

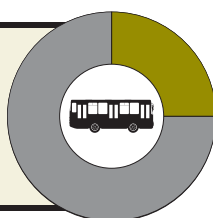
He works closely with Larry Hunter at Pensacola Energy, and they both said the partnership has been a good one. They see this type of partnership continuing to grow not only in Pensacola, but across the country.

"I think projects like this require inter-government relationships," Bowers said. "You're able to get the project done quicker and less expensively. It's worked extremely well for us and for the city. It's been a very positive association."

For other municipalities considering such a venture, Roberts said once the fuel costs versus the investment is analyzed, it just makes sense. ECUA plans to continue working with the city to expand the current facilities and the number of CNG fleets in Pensacola. "I'm excited about the future!" 



According to the American Gas Association, **85 PERCENT** of new garbage trucks purchased across the United States run on CNG, as do **25 PERCENT** of new city transit busses.



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Golden anniversary for National Recreation and Park Association

By BARB SIEMINSKI | The Municipal

In September the National Recreation and Park Association hosted its 50th Anniversary Conference in Las Vegas giving professionals the opportunity to network, learn and look forward to developing the exciting parks of tomorrow.



This professional metropolitan organization, which has been around far longer than most municipal-related groups, deserves kudos for its passion in keeping updated on state and national issues and implementing needed changes to parks and recreation areas so that everyone may enjoy their leisure and outdoor time safely.

Adjusting the rearview mirror a few decades back reflects the beginnings of the group. In 1958 the Outdoor Recreation Resources Review Commission was formed in response to the country's increasing desire for more and diverse outdoor recreational options. Years later, in August 1965, five major organizations came together to form a single entity, called the National Recreation and Park Association: the American Recreation Society, the National Recreation Association, the American Institute of Park Executives and the National Conference on State Parks. The fifth organization, the American Association of Zoological Parks and Aquariums, separated from the group in 1971 due to various issues.

According to Sonia Myrick, managing editor of Parks & Recreation Magazine many challenges were faced by the group.

"The merger of these similar yet disparate organizations would not be easy," wrote Myrick, in the August issue of Parks & Recreation Magazine. "For the NRA, the largest of the founding organizations... it was very important to preserve its tax-exempt status under Section 501(c) (3) of the Internal Revenue Service Code. This was not the case for the AIPE and ARS, which... were classified

New Chairman of the Board of Directors Susan Trautman, CPRP, of Great Rivers Greenway District, St. Louis, Mo., greets attendees at the 50th anniversary National Recreation and Park Association Conference. (Photo courtesy Caught in the Moment Photography)



“Partnerships with other like-minded national organizations were instrumental in helping to spread the word.”

as trade or professional organizations and whose donors were prohibited from deducting their contributions.”

Myrick lists other obstacles, including logistics, staffing, resignations and budget woes, that were eventually overcome. “By its 25th anniversary, the NRPA was again experiencing growth and enjoying a healthy financial state. Partnerships with other like-minded national organizations were instrumental in helping to spread the word about the importance of recreational outlets...”

Today, the organization’s objectives remain the same as they were then. Conrad Wirth, then vice-chair of NRPA’s Administrative Board, elaborated them in his 1966 editorial in *Parks & Recreation* magazine.

“In closing, I wish to say, in as few words as possible, what I hope the National Recreation

and Park Association will accomplish. I want it to foster: excellence in park and recreation administration; a demand by the public for an adequate national system of parks and recreation areas at all levels of government; provisions for advanced research; planning to improve parks and recreation facilities to meet the public’s requirements; public realization of human environmental requirements; a strong human protective instinct for resource use and preservation; and the establishment of a high standard of excellence in professional ability and accomplishments.”

Founding NRPA in 1965 was a great first step in identifying the needs of Americans then and into the future, said Matt Brubaker, NRPA marketing manager.

“NRPA and our membership agencies have made great strides over the last 50 years to

Among those who gathered to honor the National Recreation and Park Association’s 50th anniversary were, from left, Darrell Crittendon, director, Norfolk, Va., Recreation, Parks and Open Spaces; Brenda Beales, NRPA award and accreditation manager; Rod Tarullo, director, city of Golden, Colo.; and Mike Abbaté, director, Portland, Ore., Parks and Recreation. (Photo courtesy Caught in the Moment Photography)

improve the health and wellness of communities all across the country.

“Our goal has been to help create healthy and sustainable communities, protect natural open space and make parks accessible to all people. We have done this in a variety of ways over the last 50 years, including developing after-school and summer feeding programs, various programs that connect kids to nature and by giving underserved communities the parks they deserve through our Parks Build Community projects.” ►



ABOVE: Opening general session of the 50th anniversary National Recreation and Park Association Conference in Las Vegas. (Photo courtesy Caught in the Moment Photography)

“NRPA will continue to strive to help create healthy and sustainable communities, protect natural open space and make parks accessible to all people.”

BELOW: Demonstrated at 50th anniversary National Recreation and Park Association Conference, butterflies can be tagged and released to find out more about their great migration. (Photo courtesy Caught in the Moment Photography)



Dr. Tony Mobley, dean emeritus of the School of Health, Physical Education & Recreation (Public Health) of Indiana University, and executive director emeritus of the National Recreation Foundation, goes back to an impressive 50 years ago, when he attended the first congress (now, “conference”). At that time the NRPA had just been organized, with the merger of the five organizations. He has since attended 46 of these conferences.

“This year’s conference was extremely successful,” said Mobley. “The organization has seen a great deal of change over the years... and the demand for recreation and park services has grown dramatically over the years. Due to changing conditions in the country, it is even more critical that citizens and professionals press even harder for support!”

According to Brubaker, too, the event was a triumph.

“After almost nine months of anticipation, the celebration of NRPA’s 50th anniversary began at the opening general session with a look into our rich past and the promise of our future,” said Brubaker.

“I think the whole conference experience reminded everyone why we have been doing this for the last 50 years and how important it is for us to continue to improve the quality of life for all for the next 50 years and beyond.”

As part of the anniversary celebration, the organization also looked to the future. It aimed for 50,000 members in 2015, and in just five months their goal was met. Conference participants were also encouraged to brainstorm ideas for parks of the future, including using hashtag #NRPA50 on social media to share their visions of tomorrowland in the parks. And fittingly, there was a Park of the Future Student Competition.

What will the parks of the future hold? According to Brubaker, that’s a hard question to answer.

“It’s hard to say exactly where we will go in the future, but if the last 50 years are any indication of the amazing things that parks and recreation can do for communities across the country, then I’m sure we will continue to make a huge impact,” said Brubaker.

“NRPA will continue to strive to help create healthy and sustainable communities, protect natural open space and make parks accessible to all people.” **M**



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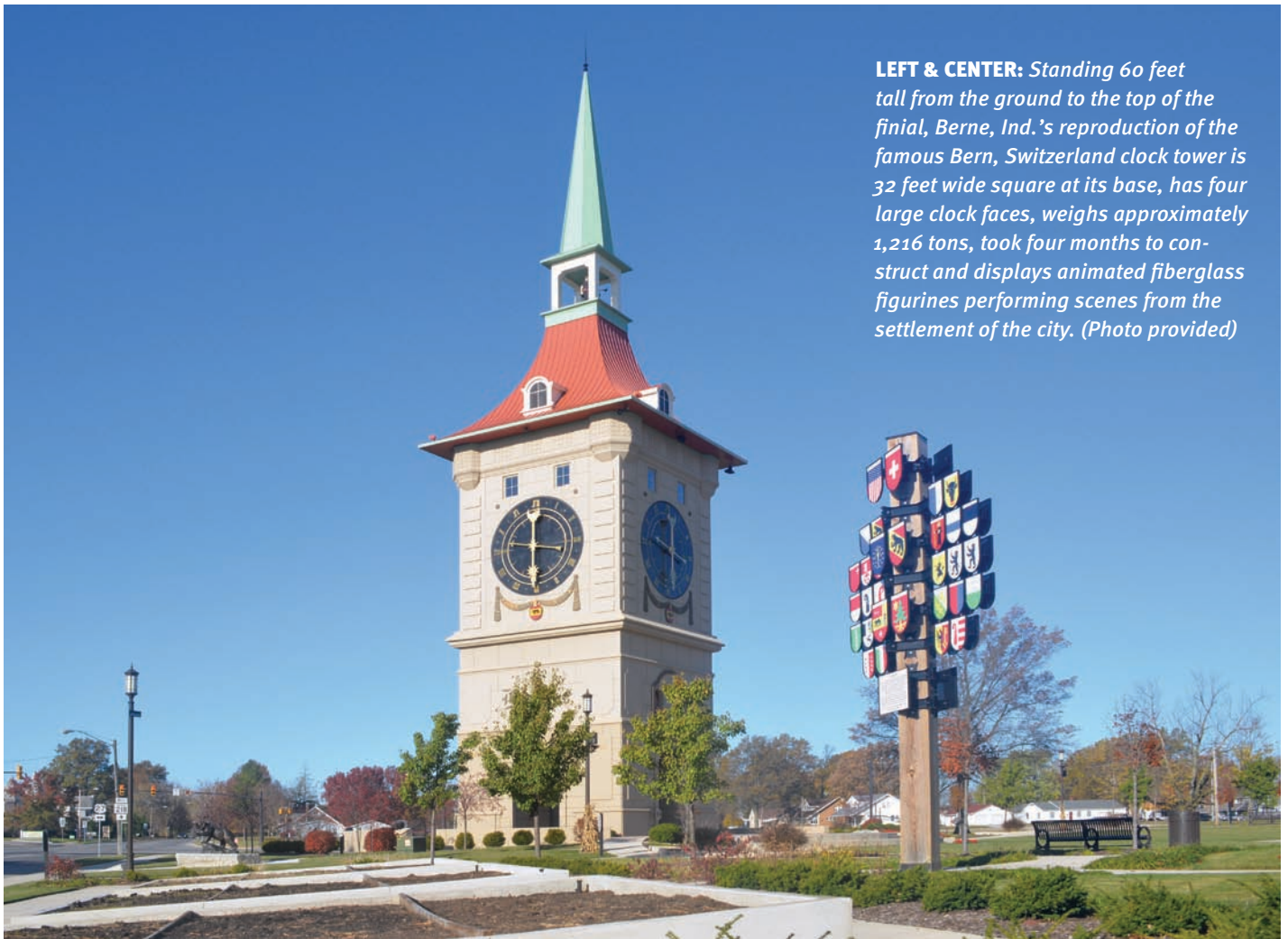


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LEFT & CENTER: Standing 60 feet tall from the ground to the top of the finial, Berne, Ind.'s reproduction of the famous Bern, Switzerland clock tower is 32 feet wide square at its base, has four large clock faces, weighs approximately 1,216 tons, took four months to construct and displays animated fiberglass figurines performing scenes from the settlement of the city. (Photo provided)

Berne, Ind.:

Swiss Homeland U.S.A.

By CHRISTINE BEEMS | The Municipal

“It has been a conscious effort from day one.”

Mark Settlemyre, president of the Berne, Ind., Chamber of Commerce, spoke of the Swiss spark mobilizing his fair community since 1852. That’s when a small

troupe of 70 devout and rigorously conservative Mennonite Christian immigrants from Switzerland settled the community, naming it after their national capital. They

quickly began replicating the homeland and lifestyle they loved.

“There has always been interest by the leadership to promote the Swiss image,” Settlemyre explained. “And it remains a conscious effort today.”





That single-mindedness took flight most recently as a concerted community development theme, and included the establishment of the Berne Community Development Corporation.

"That group was the one to build the clock tower," Settlemyre said, referencing The Muensterberg Plaza and Clock Tower modeled on the landmark 13th century medieval Zytglogge tower of Bern. Enthusiasm for the project first blossomed among members of the business community, he explained, many of whom had ancestry dating to the pioneering Swiss settlers.

In 2002, Berne celebrated its sesquicentennial. It was at that time that the idea of doing something that could bring lasting value to the town, perhaps the building of a clock tower, was first publicly aired.

"The Berne CDC was formed at the end of 2002," recalled local attorney David Baumgartner, a key player in the CDC and plaza/clock tower projects. "Our first meeting was in January of 2003. There was some money left over from the sesquicentennial celebration that was turned over to this new, not-for-profit organization as seed money to start the planning for the clock tower and plaza."

ABOVE RIGHT: *The Zytglogge, a landmark medieval tower in Bern, Switzerland, was originally constructed in the early 13th century, remodeled with an astronomical clock in the 15th century and has, over its 800-year history, served the Swiss national capitol city as guard tower, prison, clock tower, centre of urban life and civic memorial. (Source: Mike Lehmann (Mike Switzerland), Creative Commons CC-BY-SA-2.5)*

"The idea was and is to commemorate the values of the early settlers: to pass these values on to future generations."

"Once they got the vision out there and found support from people who were born and raised here but were not living here, things really started moving," Settlemyre elaborated. A good number of them, including Keith Reinhard, chairman emeritus of DDB Worldwide, a prestigious global marketing firm based in New York City, were eager to give back to the community that had given them wings. ►

"The idea was and is to commemorate the values of the early settlers: to pass these values on to future generations," Settlemire said. He noted that the tourism benefit, while a recognized facet of the community development plan, was seen as a coincidental side effect of bolstering what project leadership envisioned as a "public tribute to the town's abiding legacy of faith, courage, freedom, opportunity, perseverance, hard work, hope and vision."

Fundraising and design work took until 2009. Groundbreaking on the long-envisioned clock tower and plaza commenced March 17, 2010.

Strategically positioned at the intersection of SR 218 and US 27, the formal dedication ceremony hailed the grand opening of the new facility July 31 that same year, during

the community's Swiss Days celebration. The annual event fills local ambiance with authentic music, costume, dance, food, craft vendors and friendly competitions such as the Steintoss.

Remarkable of the collaborative cooperation involved, over 300 people worked on the design, fabrication and erection of the clock tower. Each of the four clock faces is an 18-foot wide circle with hands up to 15 feet long made of gold anodized aluminum. The tower's carillon is capable of playing over 1,000 songs. The glockenspiel contains 12 figures, each approximately 5.5 feet tall. The bell ringer in the belfry is 7 feet tall.

By the summer of 2012 a splash pad with 15 directional fountains, cylinder sprays and water jets was operational in the center of



The canton tree post in Berne is one solid piece of pressure-treated pine from Arkansas, measuring 32 feet long and 18 inches square. There are 60 annular rings in the post, and it is inscribed with the crests of each of the Swiss Cantons, or states, plus a crest for the United States; Switzerland; Indiana; Canton Bern; Berne, Indiana; and Trachselwald, Berne's sister city. (Photo provided)

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the plaza. The Settler's Statue is also featured there, commemorating the arrival of the original Swiss settlers. Visitors to the location can also see the only stateside Canton Tree and a series of flowerbed quilt gardens boasting roughly 2,500 annual flowers and 4,220 crocuses planted in ornamental display to replicate traditional quilt blocks. It's all illuminated with decorative light poles and adorned with park benches.

Completed this year, a park and pavilion building offer public picnic tables and restrooms.

The all-volunteer steering committee worked five years through the steps outlined in their "8 Pillar" plan to secure \$4 million dollars in private pledges to do all the construction.

"People marvel at what we have done, being such a relatively small city with a population of only about 4,000. Much larger communities want to know how we did it, but as we look at what has happened, the original 70 immigrants brought the theme over originally. It's something that we are all proud of. Every development that we do now, we want

"If you want things to happen in your town, you have to get people in the town talking about them and continue to promote them."

to be compatible with our reputation of who and what we are," Settlemyre affirmed.

Currently, the city enjoys a low 3.3 percent unemployment rate and needs more people to move to area. "We could use 300 new employees over the next 18 months to take care of growth," he said.

To help inspire local businesses to adopt Swiss-tradition architecture as their own, the Berne CDC makes low-interest funds available to store owners for renovations and remodels that contribute to the Swiss identity. In addition, the chamber has aggressively implemented a "What can we do for you?" policy, making the effort to meet one-on-one with business owners in their stores, helping them develop cooperative promotions to effectively get people

into their stores. "And you know," Settlemyre said, "we have no vacant stores on Main Street."

He also reports a trend in the number of businesses with longtime owners, who are ready to retire, being purchased by startup entrepreneurs.

"These are young folks full of energy, and we are attracting these new developments because of our positive image and atmosphere."

Until last year, Berne had the only Swiss-themed McDonalds in the U.S. A change in ownership surrendered the facade to more conventional franchise garb, but the majority of local businesses have readily agreed to adopt the promoted Swiss architecture. Settlemyre is hopeful that everyone will ultimately see the light. ▶

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On the drawing board now is a video produced by the chamber that will promote the features, advantages and benefits of living and working in Berne. It will include interviews with local people and be used as part of the recruiting process for local human resources departments.

"If you want things to happen in your town, you have to get people in the town talking about them and continue to promote them," Settlemyre said. "Communicate, one on one. This is very important and very effective. Community development is a two-way street. It takes team effort and working together for everything to work." **M**

ABOVE LEFT: Picturesque Swiss styling and architecture on Main Street and throughout the community give local residents and visitors a visual link to its heritage and ancestry. (Photo provided)

ABOVE: The Law Offices of Baumgartner Attorneys PC, left, is the newest Swiss-style remodel done in Berne. (Photo provided)

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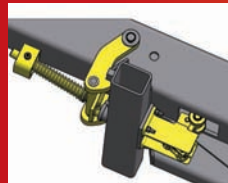
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Mayor Branch overcomes in Tallulah

The Tallulah, La., wastewater treatment plant facultative pond. (Photo provided)

By ANNE MEYER-BYLER | The Municipal

SINCE 2014, PAXTON J. BRANCH HAS been the mayor of Tallulah, La., located in the northeastern part of the state just across the Mississippi River from Vicksburg, Miss.

It was once a booming town, but the introduction of Interstate 20 quickly pulled traffic from US Highway 80, a major thoroughfare through the city. That and the closing of a large mill contributed to its downward spiral.

In January, USA Today named Madison Parish, where Tallulah is located, the poorest parish in Louisiana.

However, Tallulah is still in a position to offer rail, river and interstate transportation. But Mayor Branch believed, from an economic development standpoint, that it'd be hard to market a city with aging infrastructure. He became determined to address an aging wastewater treatment plant and a failing water plant.

The previous administration had been awarded a \$1 million Environmental Protection Agency emergency grant for upgrades to its wastewater treatment plant after an inspection determined the city couldn't do the needed

improvements by itself. After the award, the previous mayor then decided he wanted to build a new wastewater treatment plant, so the grant award sat unused for over three years while he tried to secure \$4.7 million in additional funding for the new plant. The plan was to use the \$1 million for a matching federal grant toward the \$4.7 million, but federal money can't be used to match federal money. In the interim, the mayor became ill and passed away.

Upon Mayor Branch's election, he sat down and reviewed the city's financial situation and discovered the \$1 million EPA grant. Not wanting to incur any more debt, he investigated the original plans for the upgrade using the \$1 million grant. Branch went back to the EPA with the original plans: Engineers assured him that they would still work. ▶

“With the new plans, we will only be using approximately 40–60 acres of the current treatment plant, which allows us to decrease our environmental footprint.”

Tallulah, La., Mayor Paxton Branch made a point recently about his city's dire water and wastewater treatment plant situations. (Photo provided)



"Currently, we have a 260-acre overland system, which is prone to opportunities for natural and animal contamination to the treated water prior to it exiting into state waters," he explained. "This is where we are experiencing problems meeting state parameters with regard to our samples."

The current 30-year-old system is built on an older oxidation plant facility, which was converted to a lateral overland plan. The process uses natural ways to evaporate and dry up the material. The new system is more modern, using clarifiers and putting it into a more liquid form. It goes out into Bushy Bayou then down to major waterways.

"With the new plans, we will only be using approximately 40-60 acres of the current treatment plant, which allows us to decrease our environmental footprint, and the natural and animal contamination opportunities will no longer be an issue."

The overland system is located on land that faces I-20 before the Tallulah exit. With the amount of land used for the wastewater treatment plant decreasing, the city will own close to 200 acres of prime interstate development. The long-term plan is to use it to attract businesses, increasing sales tax revenue for the city.



Tallulah, La., Water Operator Carlton Whitaker checks equipment at the city's treatment plant. (Photo provided)

While addressing the treatment plant, Branch also had to deal with a 65-year-old water plant. In early 2014 Tallulah endured a 24-hour period with no water. Because of the age of the plant and the problems it faced daily, it was imperative that this project happen as well. Tests taken over time also showed arsenic in the water, making it an emergency situation.

Over this past state legislative session, Branch successfully worked with the city, its engineering firm and their Louisiana state and federal delegation, including the state senator and governor, to ensure that news of their situation reached the appropriations personnel who could recommend it for state capital outlay. They were successful, and the city was just awarded \$22 million for the project.

The entire project is expected to take between 36 and 48 months. It will be done in stages with the funding appropriated by stage. The money ensures that it will come to fruition without an unbearable burden on local taxpayers.

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Based on his experience, Branch offered suggestions for addressing outdated infrastructure:

- “It is imperative that you be realistic about the life expectancy of your infrastructure.” Going in, he knew that the current wastewater treatment plant wasn’t meeting EPA standards. Also, the water plant would probably only last another five years at the maximum. He made them a top priority his first year in office.
- “Good record keeping is needed to show tests and results,” and they need to be kept over time. Tallulah’s water plant was operating using lime and chlorine, an outdated process. Lime can make the water look brown and cloudy. Then, of course, tests were showing arsenic in water samples.
- “It’s important to know how state and federal governmental funding allocations work, to enable events to move to your city’s advantage.” He was aware of the EPA emergency grant and plans already made for the upgrade. He also made sure that the state and federal delegation knew the trouble Tallulah would be in without a new water plant, and that they were aware of the problems the city faced daily due to the outdated infrastructure.

Since a good number of rural towns are facing the same infrastructure issues, it’s important for elected officials to understand how the funding process works and to place their city in a position where it is noticed, Branch added. 

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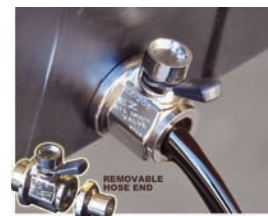



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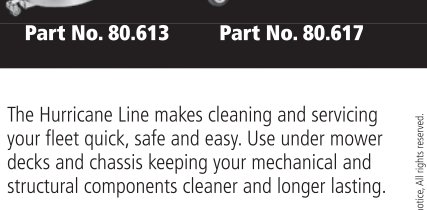


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Finding a social media balance among municipalities and workers



by CHELSEA LOS | The Municipal

Social media is a widely used platform among residents all over the country. Increasingly, businesses and nonprofits are adding to the list of big names who have a social media presence, and municipalities are no exception.

Fire departments and police are able to reach out on various platforms, such as Twitter, Facebook or even Periscope, to relay critical messages. Wildfires in California are breaking news items that travel quickly thanks to the help of social media. The recent flooding of South Carolina saw thousands of people take to social media to stay up-to-date on dangerous areas of the state. Major news

stations like Fox, CNN and NBC have used social media to give short updates on these major world events. So how do municipalities rank on the social media chart?

ABOVE: Nashville Fire Department reaches out to the public on various forms of social media including to publicize recruiting efforts. (www.facebook.com/NashvilleFireDepartment)

Nashville, Tenn., has a large and prominent presence on social media, including YouTube, Facebook, Twitter and Instagram. Brian Haas, public information officer for the

"I use Facebook to tell our department's story."



The Nashville, Tenn., Fire Department used Facebook to share photos from a recent event with the public via Twitter. (twitter.com/NashvilleFD)

“Posts or comments that are political in nature or that advertise a product or service are subject to removal.”

Nashville Fire Department, said he stepped up the social media game in 2014 when he started with the department.

“I quickly discovered that the department had had a Facebook page and a Twitter page since 2011; neither had been used,” wrote Haas. Haas has his own Twitter account, which is noted on the side of the department’s profile. “My first posts to both were on Oct. 8, 2014, and I’ve been trying to use them at least several times a week, if not daily.”

He uses the pages to communicate events, stories and photos that involve Nashville Fire Department. Simply put, he said, “I use Facebook to tell our department’s story.” He has, perhaps, hit the nail on the head with that simplistic idea. Like news, social media has become limited in words and unlimited in photos, implying a clear value for the importance of photographic stories.

He links the two accounts for the department, using one to refer back to the other and vice versa. “I’ll also use Twitter to interact with media and other folks and to tweet out updates on breaking news or ongoing news events,” said Haas. Haas said he is also testing his feet in the waters of Periscope, a live broadcasting channel. He was surprised to see dozens of people interacting with his first small broadcast of a charity event.

However, there must be limits in place on how the social media platforms can be used. “We have a department policy that says you’re only allowed to use social media in connection with the fire department with permission,” said Haas. “We discourage logos and such being used in conjunction with profiles, for example.”

Haas believes this is a policy that “is very much evolving” and notes that it is key in ensuring the department’s image and reputation remain intact. Both Twitter and Facebook pages get a steady flow of interaction from the general public and those working for the department. ►

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The department created a public event on its Facebook page that allows public members to add themselves to the event and even invite friends to join. (www.facebook.com/NashvilleFireDepartment)

Like the Nashville Fire Department, Michigan State police have also found social media to be useful. MSP is active on Facebook, Twitter, YouTube, LinkedIn and WordPress, all of which are managed by the department's public affairs section.

MSP social media is monitored more closely than Nashville Fire Department's page, and an official statement is shared on the website. "The department's social media platforms are moderated channels, meaning all comments will be reviewed for appropriate content." The statement continues, "Please show respect to those you are addressing when submitting comments. Comments that include abusive or vulgar language, spam, hate speech, personal attacks, or similar content will not be posted on this channel. Posts or comments that are political in nature or that advertise a product or service are subject to removal. We reserve the right to determine which comments are acceptable for our social media pages.

"Responsiveness is important to me. Engagement is even more important."



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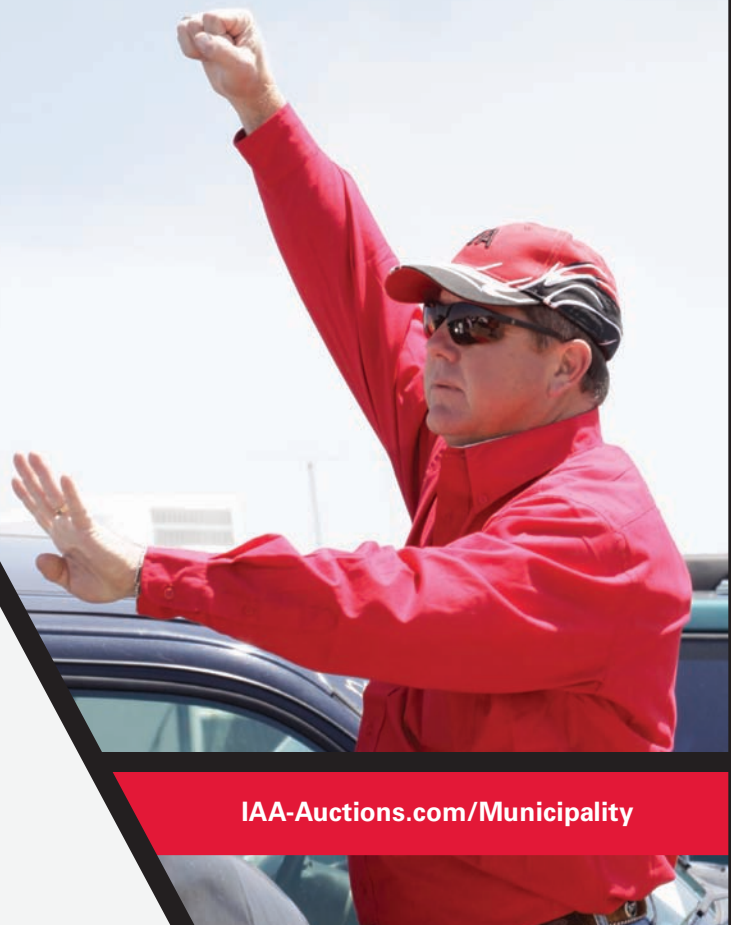
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We will, however, post and attempt to comment on legitimate questions and concerns related to the mission of the Michigan State Police.”

Sierra Medrano, MSP Public Affairs Section, said the guidelines for social media work in conjunction with all other department rules and regulations.

The way social media has changed over the years is exponential, yet perhaps the most important change has come from the choices each individual makes who utilizes the Facebook, Twitter or Instagram pages.

The Nashville Fire Department posts weekly updates along with photos from around the community, including the occasional pet rescue. Local businesses from Nashville use their own Facebook pages to interact with the fire department and commend the great work. By interacting with other businesses, each community profile is effectively getting additional exposure and creating a sense of community.

The city of Charleston, S.C., is extremely active on several Instagram accounts. Aside from sharing photos from all over the city, the Instagram account also utilizes hashtags and keeps community members involved by asking them to share and tag their city photos.

Haas also finds it important to constantly engage the public. “I try my best to always respond to comments on Facebook or Twitter ►

Q&A

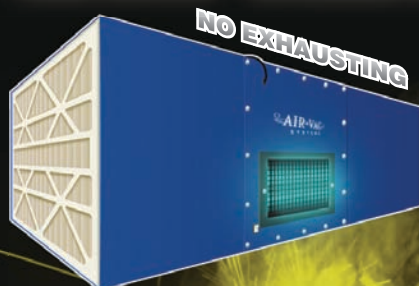
The Municipal: Does the department accept tips, private messages or comments via social media, or private messages or comments on Facebook? Do you look at personal profiles for leads?

Sierra Medrano, Michigan State Police Public Affairs Section: “The Michigan State Police does not accept criminal complaints via our department social media accounts, but we do have an online tip tool on our website (www.michigan.gov/MICHTIP) that citizens can use to report criminal activity. MSP investigators do use social media sites for investigative leads.”

The Municipal: How does the department respond to criticism or negative comments on social media? Are comments deleted or monitored?

Medrano: “Posts or comments that violate our posted social media policy are subject to removal. We reserve the right to determine which comments are acceptable for our social media pages; although it should be noted that very few comments are removed.”

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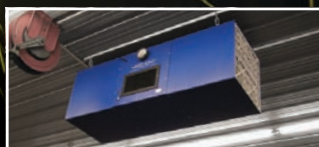
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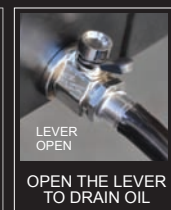
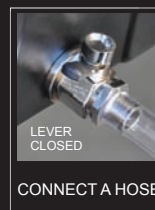
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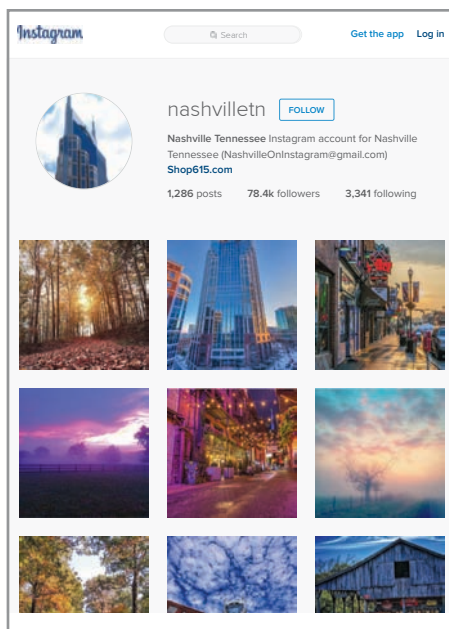


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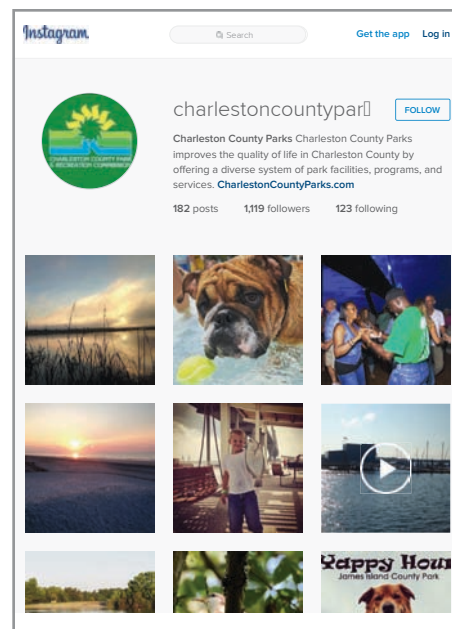
in some way. Sometimes it might just be a retweet or a favorite, other times I'll make sure to tweet or post something in response," said Haas. Haas believes it is wise to listen and respond to those public comments, questions and posts to the page.

"Responsiveness is important to me. Engagement is even more important. I don't want folks to think that our social media platforms are the 'Voice of God' speaking to them. I want them to know that we're speaking with them."

For municipalities looking to reach out to their communities, members of the sector may need to look no further than a desktop computer or handheld device. The free subscriptions make social media sites an easy sell, but keeping the attention of those involved with the content is one additional challenge to be tackled in the municipal world. **M**



The city of Nashville has several official accounts, including this Instagram feed. On the Instagram page, the moderator shares photos from around the area. (instagram.com/nashvilletn)



Charleston, S.C., has a social media page dedicated to each area of the city, including police and parks and recreation. (instagram.com/charlestoncountyparks)



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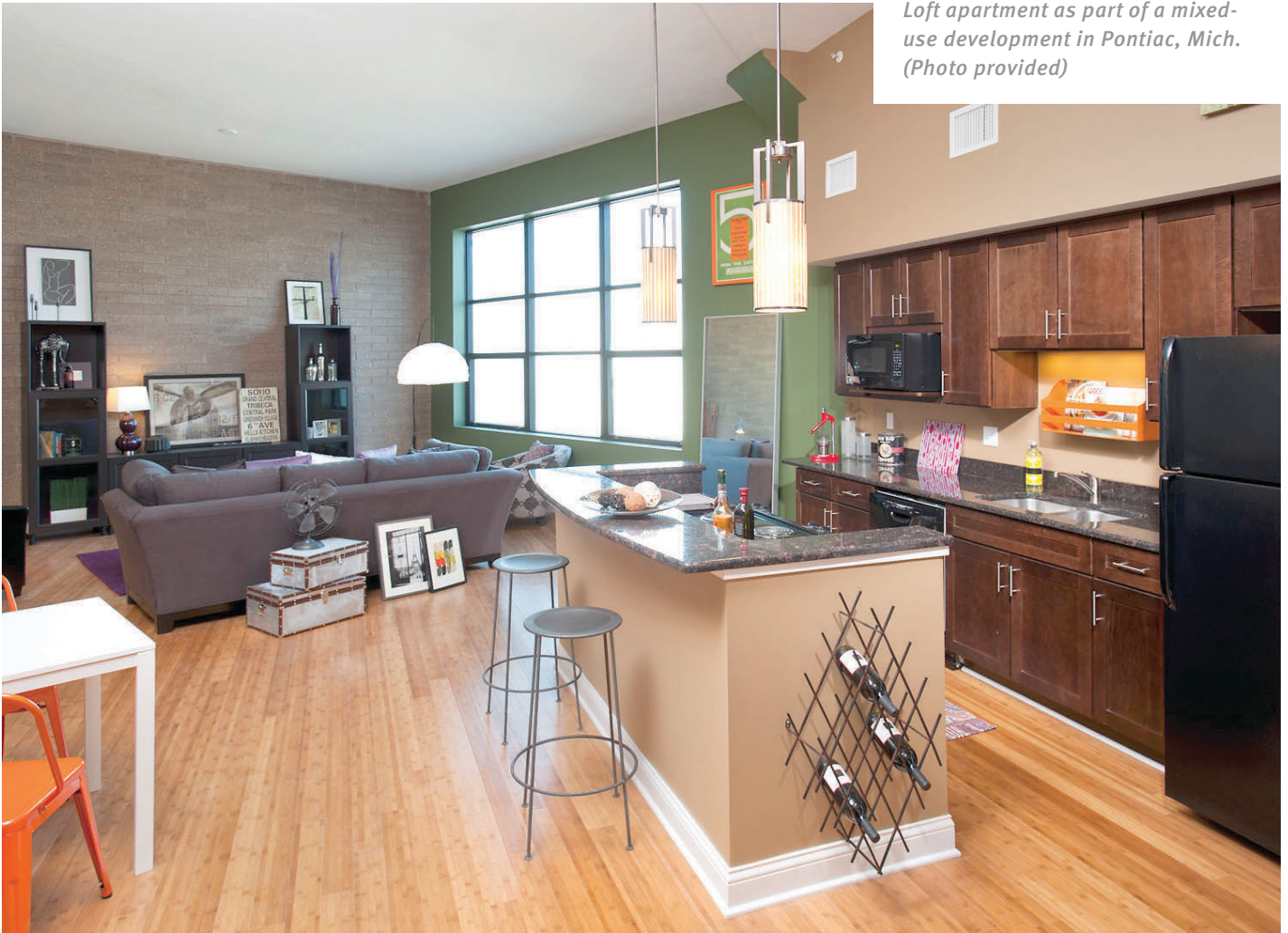


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Loft apartment as part of a mixed-use development in Pontiac, Mich. (Photo provided)



Place-based development

What developers and communities want

By MARK WYCKOFF, FAICP and JAMES TISCHLER | AICP

Demographics are changing, markets are changing and communities are changing. Talented workers have skills that are in high demand, and they can live anywhere they want. They will not choose your community unless it is a high-quality place with a lot of amenities. Jobs increasingly locate where there are an abundance of talented workers. Thus, creating a quality place is the first step to talent and job attraction and improved economic competitiveness. But developers will not build what is needed unless the community makes it easy for them to do so.

Placemaking required to create quality places

Placemaking is the process of creating quality places where people want to live, work, play and learn. There needs to be several quality places in each region for the region to be economically competitive. Creating quality places is a constant process of placemaking that focuses on public spaces and the interface of private spaces with public spaces (building facades, “build-to lines,” height and parking especially). ►

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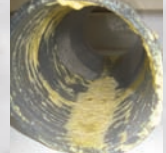
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Barriers: Limited master plans

Most master plans are old or outdated. They are not based on contemporary analysis of demographic changes or informed by recent market trends. They focus primarily on land use and infrastructure and fail to consider urban form and the value of amenities (parks, trails, entertainment venues, well-equipped public spaces, good transit, etc.). In addition, they have no section on placemaking or priorities for public investments, and no clear guidance on plan implementation.

Outdated zoning ordinances

Most zoning ordinances are older and more outdated than master plans. Most still have a strong separation of land uses, cater to cars and not people, and require excessive parking. They also limit density and mixed-use in locations where they should be the highest. Most ordinances permit by right the suburban development forms in downtowns and along key corridors, which kill walkability and the ability to densify. Most require a special use permit or other special approval, even though these are the very contemporary development forms that add interest to urban places. Most make it difficult to build downtown and easy to build at the periphery of town. And lastly, most ordinances are not sensitive to the time it takes to get through development review and approval. Review procedures that take a long time and/or require a lot of public review are a disincentive for mixed-use development.

Under- and overregulation

Underregulation includes regulations in downtowns and key commercial corridors that allow one-story buildings, instead of requiring two to three stories. Underregulation includes not permitting “missing middle” housing and only permitting single-family homes, duplexes and garden apartments.

Overregulation includes downtown rules requiring onsite parking; planned unit developments for mixed-use buildings; and prohibitions on sidewalk dining, street performers, bicycle parking, angle parking or sandwich signs.

The result is low-quality development or no development — often in the downtown, where the best-quality development is most needed. Buildings with long economic lives and character, adaptable to many different uses, are being replaced with comparatively cheap buildings with short economic lives and little

What is a charrette?

Charrette is from the French for “cart” or “chariot.” Nineteenth century Parisian student architects worked in teams up until a deadline, when a charrette was wheeled among the students to pick up their work for review while they were working furiously to apply the finishing touches. They were said to be working *en charrette*, in the cart.

In municipal planning, the charrette is a multiday, collaborative planning event that harnesses the talents and energies of all affected parties to create and support a feasible plan that represents transformative community change.



Residents discuss a mixed-use project in Pontiac: business on first floor, housing above. (Photo provided)

adaptability. Such changes reflect a temporary view, instead of building and maintaining a quality place that is resilient and adaptable to changing markets and demands.

What developers want

All developers want predictability and clear development regulations, but the best developers want a real partnership with the municipality: evidence that the master plan has broad stakeholder support; that the planning commission and council are on the same page; that the community supports quality development; and that the community will get approvals right, and in a reasonable amount of time.

What communities must ensure

The community should not, however, take whatever a developer offers. Instead, it should ensure quality development in conformance

with plans and regulations. It should ensure that concerns of disadvantaged persons are adequately considered, while engaging citizenry and businesses together to create a common well-articulated vision of the future of the area and updating of regulations. It means a well-trained and coordinated staff, planning commission and council.

Five essential principles

It comes down to the following “musts”:

1. Put people ahead of cars downtown, at key nodes and along key corridors.
2. Communities must be walkable and bikeable.
3. Increase residential density downtown, at key nodes and along key corridors.
4. Allow mixed-uses downtown, at key nodes and along key corridors.
 - A. Retail and personal service on first, second and third floor residential; offices on second floor if building is four or more stories
 - B. No onsite parking requirement in most cases
 - C. Encourage mixed-income residential units.
5. Put building form over land use when it comes to regulation outside of single family residential areas.
 - A. Allow no one-story buildings downtown or at key nodes and probably not along key corridors
 - B. No parking in front of buildings unless on the street
6. Have fixed-route transit from downtown to key locations if the population is over 5,000

There is more you can do

Municipalities can increase the likelihood of quality development by doing target market analysis; developing charrette-based master plans; and using form-based codes.

The TMA method analyzes the whole range of household and building types. Charrettes permit broad public participation, and often achieve both public and developer approval in a much-shortened time frame. Form-based codes are development rules to achieve a specific urban form.

In short, municipalities can achieve the above by creating streamlined development review procedures to “by right” status, tied to market-analyzed, stakeholder-engaged, charrette-facilitated, master plans and form-based codes. **M**

Mplace “Missing Middle” housing design competition

An international sampling of architects and design students stepped up to solve the problem of Michigan’s growing need for more diverse and affordable housing options to better fit the demands of urban lifestyles. The phrase “missing middle” refers to housing sites such as duplexes, fourplexes, bungalow courts, mansion apartments, live/work units and courtyard apartments. These types of housing have rarely been built since the early 1940s due to regulatory constraints, the shift to auto-dependent patterns of development and the incentivization of single-family home ownership.

This first-ever “Missing Middle” Housing Design Competition was the cooperative work of numerous sponsoring organizations. The primary planning groups included: AIA Michigan, Michigan State Housing Development Authority, MSU’s Land Policy Institute, the Michigan Municipal League and the Michigan Chapter of the Congress for the New Urbanism. In addition, other endorsing sponsors included the Michigan Historic Preservation Network, Michigan Association of Planning, Habitat for Humanity of Michigan and the Community Economic Development Association of Michigan.


The five winning designs and designers were recognized at an Awards Symposium in June. First place winner, Niko Tiula, principal of Tiula Architects in El Paso, Texas, and Helsinki, Finland, delivered a comprehensive presentation of his winning design. 



Photo provided

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James Tischler, AICP, is director of Michigan State Housing Development Authority’s Community Development Division. He can be reached at (517) 241-0050 or tischlerj@michigan.gov.

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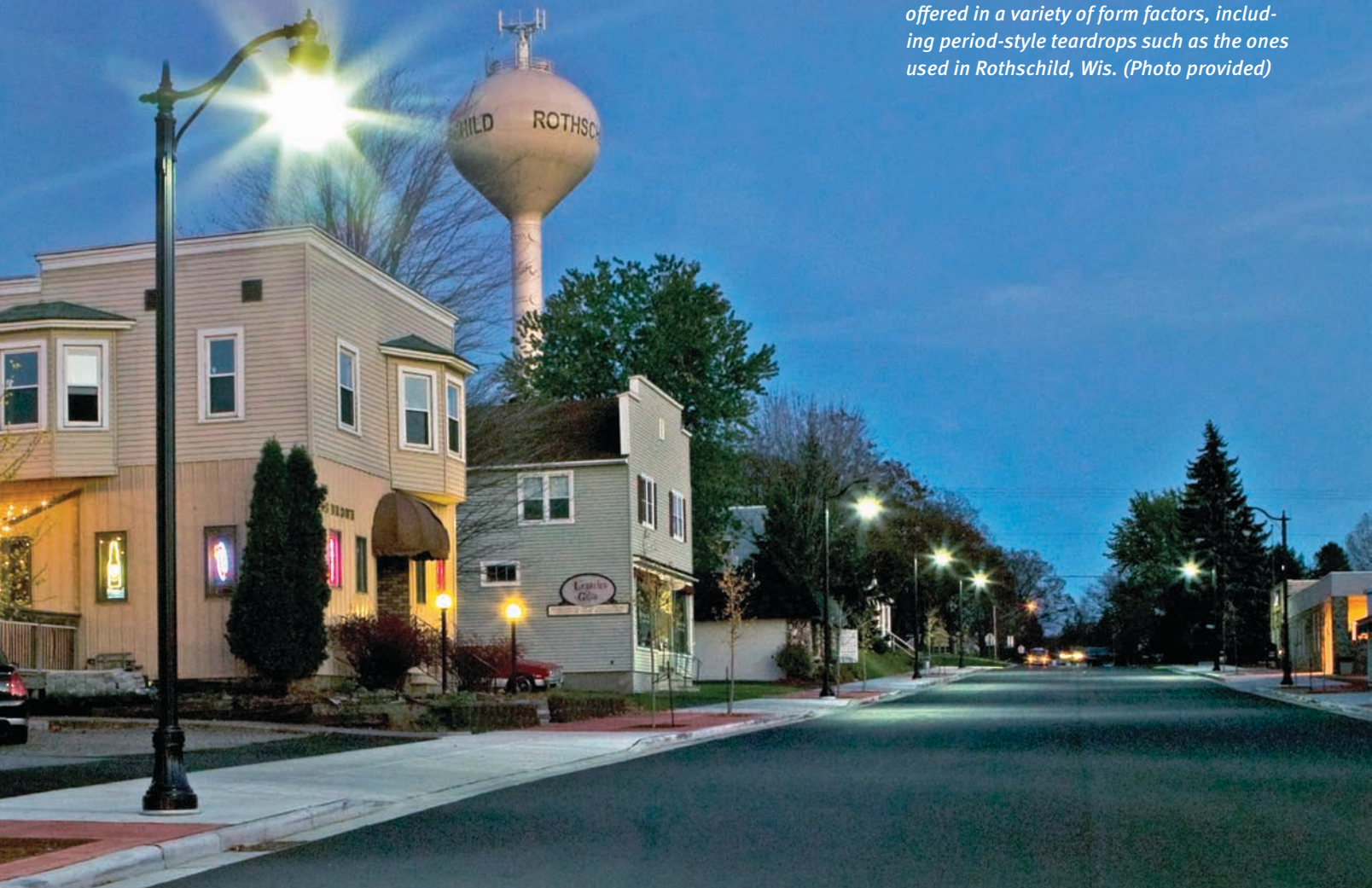
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Outdoor LED luminaires are now being offered in a variety of form factors, including period-style teardrops such as the ones used in Rothschild, Wis. (Photo provided)



Village of Rothschild installs teardrop LED luminaires to bring traffic downtown

THE SCENIC VILLAGE OF ROTHSCHILD, Wis., sits along the tree-lined shores of the meandering Wisconsin River and serves as home to nearly 5,000 people. Like many small towns, over the years the village's infrastructure had deteriorated and foot traffic in its business district had diminished.

The village launched a streetscape project in 2010 to rejuvenate historic Brown Boulevard and boost patronage to its array of businesses. While Brown is not a main artery for the village, it is a landmark and connects drivers to a major highway.

Timothy Vergara, administrator of public works for Rothschild, indicated the area was

“The challenge was how to incorporate modern technologies into a streetscape designed to duplicate earlier days.”

previously lit by cobra head lighting fixtures with 150-watt high pressure sodium lamps.

“Brown Boulevard was poorly illuminated for both vehicles and pedestrians,” Vergara said. “The village implemented the streetscape project to increase light levels on the streets and sidewalks while creating a sense of yes-teryear, which was important since Rothschild was founded in the early 1900s.”

The project included construction of new 5-foot concrete sidewalks — some with color — and installation of tree planters and decorative tree grates. Nine historically styled teardrop LED luminaires are used to illuminate the area and reinforce the impression of days gone by. The fixtures replicate the street lights that graced American downtowns during the ►

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ABOVE: LED luminaires such as these installed by the village of Rothschild, Wis., can save 50 percent or more in energy costs over traditional high-intensity discharge light sources. (Photo provided)

LEFT: With an expected service life of 20 years, LED solutions can virtually eliminate the maintenance costs typically associated with street lighting. (Photo provided)

“Visibility is greatly improved—especially for drivers, who now have greater depth perception.”

first half of the 20th century and combine high-performance optics with rugged die-cast construction.

“Village officials had a goal to make Brown Boulevard more inviting, while saving energy and reducing maintenance,” Vergara said. “The challenge was how to incorporate modern technologies into a streetscape designed to duplicate earlier days, while avoiding an overlit appearance.”

Daryl Peterson, project engineer, said his firm originally considered installing 12 luminaires along Brown Boulevard. The number was reduced to nine because of concern the illumination would be overwhelming.

Teardrop LED fixtures are spaced 80 to 100 feet apart, with pole spacing varying to accommodate tree planters and driveways. Five luminaires were installed on the north

side of the boulevard and four on the south side, mounted on 18-foot fluted decorative poles with a 17-inch base. The poles include a dovetail track for modular accessory attachments, which can be added at a later date.


Illumination levels range from .8 to 1.4 foot-candles, with a 4.0:1 average to minimum.

“Visibility is greatly improved—especially for drivers who now have greater depth perception,” Peterson said. “Many people have commented that they prefer the white light over the yellow illumination from the high pressure sodium system because it makes them feel safer.”

One of the project challenges was to limit glare on the adjoining major arterial, which is located down gradient from Brown Boulevard.

“The teardrop LED fixtures eliminate much of the side glare associated with other lighting systems—even those with shields,” Vergara said. “Yet, they provide the light coverage needed for drivers and pedestrians.”

Fixtures are illuminated from dusk until dawn and controlled by photocell. The village will inspect and clean the luminaires every autumn and spring.

“We anticipate much less maintenance than with the high pressure sodium system,” Vergara said. “The teardrop LED fixtures are a beautiful addition to Brown Boulevard, and the simple use of channels on the poles gives us the flexibility we need to add arm accessories in the future.” 

Information provided by Holophane, an Acuity Brands company.

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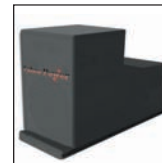
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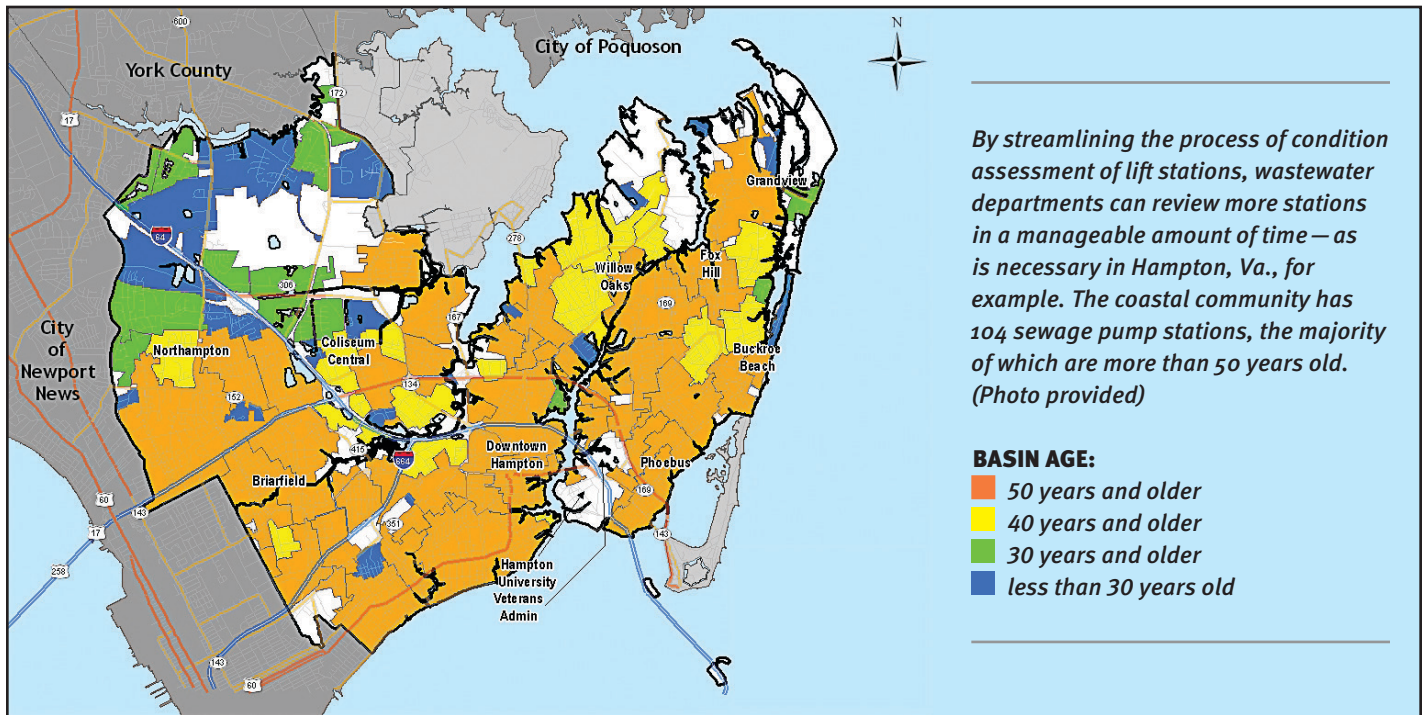
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The what, how and where of lift station assessment



By JODI MARLIN | The Municipal

Part 1 of 2

Having a large number of sewerage lift stations that need assessment is only one of the wastewater treatment challenges in need of actionable, real-world solutions. Sewerage problems of all types, but particularly overflows, raise the public's ire at the speed of light: which is why techniques for assessing, repairing and rehabilitating sewerage lift station problems made the docket of Water Environment Federation's webcast menu earlier this year.

During the presentation, titled "Lift station condition assessment, repair and rehab — the 'Full Monty,'" volume was the first obstacle discussed. In a case study presented by Dr. David Powell, water resources engineer at Woolpert, the methodology and analysis priorities for assessing sewerage pump station conditions were viewed through then lens of Hampton, Va., a historic coastal community

with sewer stations that date anywhere from World War II to the present day.

Seventy-three percent of the 104 sewage pump stations in the Hampton area are more than 50 years old. They reflect different best practices in well design, including both two-well design and suction lift station. In the 1990s sewer service expanded farther into coastal area, adding numerous low-volume

stations. Custom and individual facility stations are also part of the mix.

The process of pump station assessment, whether sewer or stormwater, is comprised of knowing what information you should collect, how to collect it and what to do with it: i.e., who to pass it off to and what information requires action. The same general categories apply to both, although maintenance-specific conditions are different for stormwater.

What to collect

1. First, look at the building envelope, both above and below ground. Where is your station, and what is its elevation? Things that should be noted about the condition of the equipment are things that "most people equate with safety and anything needed to keep the station in good functioning order," like fans, hatches and lights, Powell said.



ABOVE: The building envelope, or outer structure, of the station is among the first things that should be evaluated during a condition assessment. This is a station roof that was hit by a crane: It's a minor repair, but one that is necessary so that it doesn't could contribute to larger or long-term issues. (Photo provided)

BELOW: This surface degradation on the building envelope was fixed with coating that didn't take. This should be noted in the assessment in order to move forward with how the station is performing, said Dr. David Powell, a water resources engineer at Woolpert. (Photo provided)



Take into consideration the architecture of the well itself. In some older stations for example, hatches open directly into the dry well, leaving the potential for gas "and all of those other unpleasant things that come along with accessing a wet well inside the pump station."

Other notable situations may include surface degradation, coatings that are failing and — as has actually happened — a drive shaft station in a corrosive environment being held up by a two-by-four. ▶

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2. Pumps and piping data will vary markedly. Their install dates are reliable keys to how they should be performing. Drawdown testing will provide actuals; failure and breakdown histories; and data from preventative and reactive maintenance records, which should be weighed as well. Piping and valves can also be tested, he said, but testing tends to show what the thickness is only at that exact spot. Testing at a low versus a high spot will give very different results that can skew the overall picture. As an alternative, consult the preventative maintenance records.

“Unless you are hearing every day from the people that have to go out and service these things, you really can fool yourself into thinking a station is fine, when in reality it just takes a lot of work to keep up.”



In this specific example of condition assessment, a 2-inch by 6-inch board holds up a pump at a dry shaft station in a very wet environment that has caused rapid corrosion. (Photo provided)

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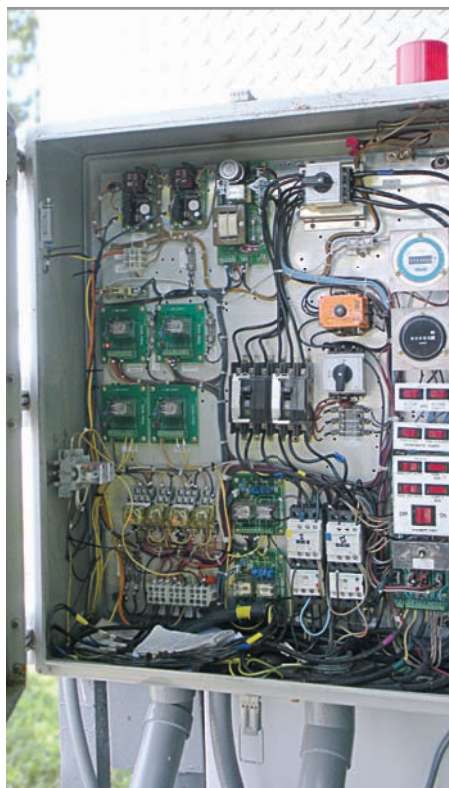
3. Accept that the pool of professionals qualified to assess electrical components and controls is quite small. "Not everybody knows, or needs to know, what all of the individual components in here are. But where do you stop?" he asked.

While not every single counter or sensor needs to be tracked — usually via purchase order or work order management system — it is helpful to know how often you have to go out and work on the control panel.

"You don't have to get into all the weeds, but you do need to know, generally, where to look," Powell said. "The control panel, and then the associated wires for the motors, really are two good categories to look into."

4. Data on the operating condition of hydraulics must be collected because, "This is where the finished floor and the inverts come in." This will provide an idea of what the operating volume can be. If the operating volume is relatively small compared to the flow rate, the pumps will run often and parts will wear out faster. It also lets the operator know when the system is going to surcharge.

In both submersible and suction lift stations, on the gravity side, the pump start/stop, depth to influent, depth to ground and control points need to be documented. On the pressure side downstream, the information collected should include the elevation from the discharge side out. ▶



"Electrical and controls really are subject to a limited knowledge pool," said Powell. "Not everybody knows—or needs to know—what all the individual components in here are. But where do you stop?" (Photo provided)

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ABOVE TWO: Hampton, Va.'s pump stations vary in building material, size, design and elevation. Some of them were built during World War II; others as recently as the 2000s. (Photos provided)

BELOW: All the work of condition assessment is done for a singular purpose: Avoiding sewer system overflow. (Shutterstock photo)

Collection methods

The two main ways to collect and keep track of building envelope, pump, pipe, electrical component and hydraulic data are digitally and the old-fashioned way: pencil and paper.

With use of a laptop or pentop the data is consistent. There tends to be less forgetting to write something down or mislabeling something (such as 2" vs. 2 inch vs. 2 in). This methods takes a little extra training, he noted, because it requires the operator to be computer savvy.

Paper recording sheets, on the other hand, can be handed off easily to the next person due to complete a task on the station. Additionally, the data input process can be easily resumed if disrupted, something that happens often in high-pressure environments. Handwritten records are sometimes difficult to read, however, and sometimes need to be cleaned up.

Powell also recommends taking pictures to document situations, if possible; but be mindful whether there's room to store them on the system.

Lastly, review work orders. Custom reports can be created in most asset management or computerized maintenance management systems.

"This is really where you can parse through a lot of history all at once. But unless you are hearing every day from the people that have to go out and service these things, you really can fool yourself into thinking a station is fine, when in reality it just takes a lot of work to keep up."

Analyzing the data

Now that the information has been collected, "the more the merrier really is the key. Operations crews have the institutional knowledge: They know which ones they go out to all the time. Engineers typically have the bigger picture in mind of where's the capacity problem in the system... going even way out, sometimes, to your finance managers can really get everybody on the same page."

But know your limitations. For example, Powell noted that not many operators have the expertise to evaluate the structural condition of the building; so don't overstep.

"Keeping your eye on the prize is key, in that we want to reduce overflows." For instance, mortar cracking and chipping are not always critical.

In Hampton it was discovered that preventative maintenance and reactive maintenance records were lacking in terms of specific information. Yet there were numerous PMs and RMs filled out on the pump stations, which then had to be waded through whenever anything went wrong to determine if it was related to the pump or if maybe a fan broke or a hatch needed replacing.

Instead of creating computerized maintenance management system work order codes for each one of them, he recommended, concentrating on the general categories: building envelope, pumps and mechanicals, electrical and operating conditions, which includes debris in the wet well. "That will help you keep an eye on things."



Field access to work orders is also helpful. Accurate drawdown testing can be difficult, but critical.

"If you don't isolate the wet well on a station that has significant changes in flow rate, you really can shoot yourself in the foot by saying that the pump performance is half of what it should be, or even twice what it should be." Compare that hand-collected data to flow meters for an idea of the flow the station is really seeing. M

Next month: Repair and rehabilitation

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Spreading goodwill and season's tidings

By SARAH WRIGHT | The Municipal

Year-round, first responders make an impact in their communities — both on and off the clock. The majority of those in the field want to make lasting, positive contributions to the community they've signed up to serve and protect.

While last year held some bad press, extraordinary kernels of good deeds popped through, too, fully exhibiting the heart of the first-responder community. These are just two of the departments that took on the mantle of Santa's helpers. They encompass the good tidings shared by many.

Toys In place of tickets

The Lowell, Mich., Police Department's "toys instead of tickets" operation spiraled into viral fame, amounting to "the craziest time of our lives" for officers of the city of almost 4,000 residents.

"It was started by UP TV and RobBlissCreative.com," Police Chief Steven Bukala said. "Rob is a former Grand Rapids

resident but has adopted Lowell as his hometown. They approached us last fall with this crazy idea."

That idea? Handing out Christmas gifts during traffic stops. Bukala recalled one of the first things he asked was how they planned to pull it off. Also, while ironing out the details, he said, "I was adamant that they had to be legit traffic stops."

It was decided the operation would target minor traffic violations like dangling objects, overly tinted windows, headlights that were out — largely equipment violations drivers are often unaware of and the department doesn't usually take the time to pursue. From there, the local Meijer supermarket was brought on board. Located 2 miles from where the stops would occur, the store served as the base for obtaining gifts.

"We had a traffic spotter — me — and an officer (Scott VanSolkema) who pulled them over and got to give them the presents," Bukala said. "Camera crews were hidden amongst the stores and pedestrians. They had smaller cameras, not like the ones used by news crews." While the Lowell department uses body cameras, VanSolkema's was switched out for a high-def camera and a microphone.

During the stops the officer tried to pull information from the drivers — namely, what they wanted for Christmas. The task proved difficult at first. "We were 0 for 5 for the first few (stops). But once we got that first one, it was a domino effect."



FACING PAGE: Officer Scott VanSolkema with the Lowell, Mich., Police Department receives a hug after handing off presents instead of a ticket for a minor equipment infraction.

LEFT: Packages were driven from a local Meijer to the traffic stop, with Rob Bliss bringing them to the officer involved to give to pulled over motorists. Motorist were picked by Police Chief Steven Bukala, who was on the look out for minor equipment violations.

CENTER LEFT: Officer Scott VanSolkema was tasked with not only giving gifts but also extracting what people wanted for Christmas, which at first was not an easy task. However, once he succeeded, a team at Meijer would grab the gifts and rush them to the traffic stop — to the surprise and delight of the motorists. (Photos credit: Rob Bliss Creative)



On the Web

Check out the Lowell, Mich., Police Department's surprise Christmas traffic stops at www.robblisscreative.com.

When the crew at Meijer heard the Christmas wish on the radio, they'd run to retrieve the item and race through a checkout lane dedicated for the operation. As Rob Bliss drove, wrappers quickly put holiday paper on the presents.

Once on the scene, the present was given to the officer to give to the driver.

"I estimate it was a 15-minute window from start to finish," Bukala said, noting anything past that would have been too long.

While there were several happy drivers, Bukala said, "Generally, locally, we got a lot of heat." Since the operation occurred in the business district, "Businesses were afraid we were driving away customers." Calls even made it to city hall.

However, after the operation, which occurred on a Wednesday and Thursday, Bukala said, "First thing Friday I approached businesses and told them what we were doing. Some of them responded with 'Wow! How did you keep it a secret?'"

After the operation wrapped up, the video went live and was picked up by social media and news agencies across the world.

"We had 35 million hits in the first week," he said. "I believe we're at 100 million hits presently. It's been surreal and humbling. Because of the amount of attention we received, we could not keep up with all the praises and responses. The week after it was released is a big blur for us.

"We get calls from other police departments, asking how we pulled it off. I've been encouraging them to do it — by all means, top us." Bukala stated his officers, not just VanSolkema, walked away seeing "it's better to give than receive. They saw the joy and excitement on everyone's face, and just the sense of the Christmas spirit."

The department has nothing special planned for this December, noting something like they did in 2014 would only happen if they got another sponsor. Besides, Bukala said, they wouldn't want to do it every year or people would start to expect it. ▶

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NBC Nightly (National)	7,358,318
NBC: Today Show (National)	2,902,875
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MSNBC: Last Word (National)	307,409

Greenfield, Wis., Fire Department kept track of #ShovelItForward's trending using analytics, including following its viewership in different news circuits, both locally and nationally. (Data provided)



"I don't think we did anything differently than other departments would do."

#ShovelItForward

"I dare say it was the culmination of four years of encouraging them to do the right thing," Greenfield, Wis., Fire Chief Jon Cohn said. He explained "Do the Right Thing" has been the department's informal campaign ever since a crash that tragically ended the life of a 4-year-old girl. "We made it our mission."

Cohn became chief of the department in 2011. He and his men and women kept the momentum going even as faces within the department changed, eventually allowing that mission to supersede an overly policy-laden approach. All those efforts led up to the department's moment of viral fame last Super Bowl Sunday.

Recalling that day, Cohn said a heavy, wet snow was falling. An older gentleman went out to shovel his drive, started to not feel well and went inside. His wife found him in a state of cardiac emergency: With the help of dispatch, she completed hands-only CPR until paramedics arrived and took him to the hospital, where he was placed on advance life support.



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FACING PAGE: Greenfield, Wis., firefighters and paramedics were pleasantly surprised when the gentleman they took to the hospital with a cardiac emergency walked into their station one day. The man and his wife now plan to help the department with its hands-only CPR initiative. (Photo provided)

RIGHT: Greenfield, firefighters and paramedics returning to the scene of a call to finish shoveling and plowing a local gentleman's drive. The kindness went viral worldwide, with a call to #ShovelItForward. (Photo provided)

That might have been where the call ended. Realizing the driveway still needed plowed and shoveled, however, a group of firefighters and paramedics asked for permission to go back.

"I was watching the Super Bowl when one of our battalion chiefs sent me the photo," Cohn said, noting the firefighters and paramedics understood the family was going through a hard time. ▶



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"We are traditional and social media savvy," Cohn said, which is why he held off posting the photo. "I thought it was going to get lost in the Super Bowl posts." Instead, he created the post and scheduled it to appear after the Super Bowl — then went out to shovel his own drive.

Later, when he checked the photo, it had 150 likes. But each time he refreshed, that number leapt by hundreds. He noted, "You can't plan viralness."

The story hit the national news circuit after ABC News picked it up. Cohn found himself the voice of the department, since the firefighters involved weren't in at the time.

"I don't think we did anything differently than other departments would do," he said; however, he added it'd be cool if others took the Greenfield firefighters' example and helped each other. That became the start of #ShovelItForward. "It started trending worldwide."

That was a happy accident, since Cohn had said it on the spur of the moment. But he hoped it would become a hashtag to connect those who can shovel with those who can't. That seemed to be the case, as the East Coast found itself getting dumped on by snow.

The department's sudden viral fame brought other benefits, namely for the Hunger Task Force of Milwaukee's big peanut butter drive.

"We were getting a lot of calls from people wanting to do something nice for the firefighters," Cohn said. "We used our last breath of fame to collect peanut butter. We had reached a lull in the drive, but this got it back on the front page."

The story wasn't finished yet. On a happy note, the man for whom they had shoveled had a miraculous recovery and walked into the fire station. He even posed for a photo with the firefighters and paramedics.

"And we're not done paying it forward," Cohn said, noting the man and his wife have become really close friends with the department and will be helping out with a new hands-only CPR initiative.

At the end of the day, Cohn said he hopes their experience will inspire other to just do the right thing. "It was a lot of fun — it's still a lot of fun. It really paid off. It was our 'aha!' moment." The experience has given further motivation to the department. **M**



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Nights of Lights

Most city festivals run for a day or a weekend. A few stretch out longer, occasionally a week or more.

But St. Augustine, Fla., the nation's oldest city, may well have the longest holiday celebration in the United States. The city's Nights of Lights commences the Saturday before Thanksgiving and runs through the end of January.

During that time, it's bedecked with more than 3 million tiny white lights draped from buildings, trees, bridges, light poles and every other opportune venue. Accompanying the ubiquitous display of festive brilliance are tours, entertainment and fine dining throughout the area. Horse-drawn carriage rides, boat tours and guided walking tours are offered nightly, and holiday trolley rides are available through Jan. 3.

Other attractions include:

- A Christmas parade and tour of homes
- Regatta of Lights and a two-day Holiday Tour of Inns
- Luminaries at the historic St. Augustine Lighthouse
- Surf Illumination, including the ceremonial lighting of decorations around the ocean pier
- The New Year's Eve Beach Blast Off, with live music, food and fireworks

ABOVE & RIGHT: *The entire historic district of the seaside colonial settlement of St. Augustine, Fla., decks out in white lights from before Thanksgiving through January. The beautiful displays and accommodating local businesses have had the effect of prolonging the city's tourism season. (Shutterstock photos)*

Also folded into the celebration are an arts and crafts festival, Christmas train rides sponsored by Ripley's Believe It or Not!, free drive-in movies, concerts at the local amphitheater and a 5K run.

Paul Williamson, St. Augustine's director of public affairs, has been involved in Nights of Lights for the last 15 of the festival's 22 years. "All we do is decorate a city that is beautiful anyway," he said.

Aside from St. Augustine's aesthetic attraction — "One of the nicest things to do here is simply walk around the city," Williamson said — the festival provides pragmatic benefits.

St. Johns County attracts more than 3 million overnight visitors a year. Almost all of



2015 festival dates: Nov. 21–Jan. 31



ABOVE TWO: Municipal government, business and private citizens all get in on the act of decorating the historic district of St. Augustine, Fla., with tiny white lights during the holiday season. Trains, trolleys and specialty tours add to the experience. (Photos provided)

“What really makes it work is the community steps up and decorates their own properties at their own expense.”



them stay in St. Augustine, a city of less than 14,000. “We figured we could stretch our visitor season by having this umbrella event,” Williamson said.

The city drapes the lights on public property and local businesses and homeowners who “don’t want to be in the dark” follow suit.

“What really makes it work is the community steps up and decorates their own properties at their own expense.”

A private contractor decorates the hundreds of unique buildings, arches and other structures in the city’s historic district. By local ordinance, lights fixed more than 10 feet above ground can be kept in place year-round. Lights lower than 10 feet from the ground must be removed at the end of the festival and restrung the next year.

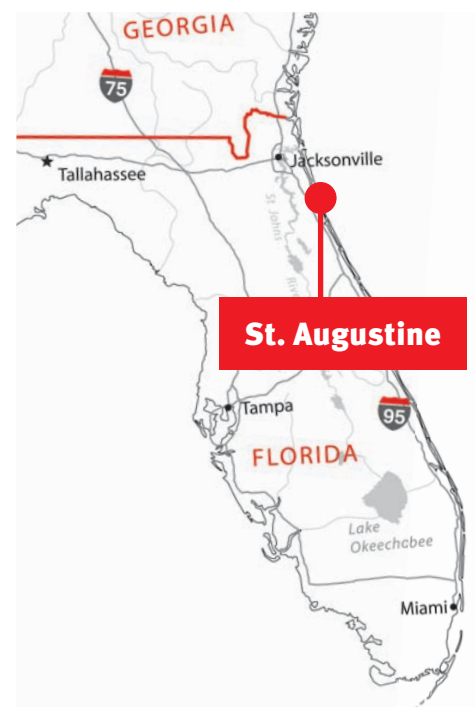
The contractor inspects the lights and the timers every day during the festival as the lights are draped in more than 100 locations.

Other, as needed work, involves repairs from vandalism, wind damage and etc. The timers are synchronized so all the lights come on at the same time.

“If it is not seamless, it doesn’t have quite the same effect,” said Williamson.

The city’s financial investment is minimal: paying the contractor and spending about \$25,000 a year on replacement materials. The visitors bureau does all the promotion, and organizations pay for their own municipal services during the many events associated with the festival.

Williamson attributes the success of Nights of Lights to the “real partnership” between the municipality and private organizations, and to the city being “a very lovely place. It’s like a little theme park that people live in,” he said. **M**



Icebox Days:

A festival for brrrr-ave souls

What do you do when your city has been tagged with an unflattering nickname by a popular national magazine?

If you are International Falls, Minn., you perform the marketing equivalent of a well-executed judo flip: refine and patent the off-putting moniker and use it to welcome a niche industry, then host an annual festival that's now going into its 36th year.

The perennially bone-chilling berg of 6,500 hearty residents was sardonically beknighted the "coldest town in the nation" by Collier's magazine in the 1950s. That description evolved into "Icebox of the Nation," a nickname for which the town was awarded a patent after winning a protracted legal skirmish with Fraser, Colo.

The appellation spawned cold weather testing and the Icebox Days, said International Falls Mayor Bob Anderson. He calls the four-day winter festival a "full community celebration."



"If you've never watched fireworks with snowflakes coming down, you're really missing something beautiful."

Icebox Days are held the second weekend of January and features a signal event, the Freeze Yer Gizzard Blizzard Run: a 10K race that draws more than 300

participants from Minnesota, surrounding states and Canada, which borders the town to the north.

"At least half the races have been held in below-zero temperatures," said Faye Whitbeck, president of the International Falls Area Chamber of Commerce. But, she noted, "the race has never been canceled."

Other festivities include frozen turkey bowling, skateless hockey, "smooshing" — a skiing race where four-member teams are strapped to a pair of two-by-fours — moonlight snowshoeing, a chili cook-off, snow sculptures and golfing on nearby Rainy Lake.

Saturday night the skies light up with the Icebox Days fireworks display on the city



2016 festival dates: Jan. 14–17

square. The pyrotechnics are unique, according to Anderson.

"If you've never watched fireworks with snowflakes coming down, you're really missing something beautiful," he said. "And the sound is different in the winter. It's louder and crisper."

The town's notoriously frigid climes also yield a commercial benefit. "Companies from all over the world come here to do cold weather testing on batteries and equipment.

He cited automobile, airplane and helicopter manufacturers with equipment that is regularly tested in the municipal area. Nabisco filmed a Cream of Wheat commercial here, showing a family warming up their winter with the hot breakfast cereal.

The companies' presence serves as "a boost for the motels and restaurants and the airport," said Anderson.

Meanwhile, he added, the festival gives folks doing cold weather tests a chance to be a part of the community. It also brings citizens out of their homes, where they tend to hunker down when the weather turns cold.



“At least half the races have been held in below-zero temperatures.”




ABOVE & LEFT: The main event at the International Falls, Minn., Icebox Days Festival is the 10K Freeze Yer Gizzard Blizzard Run. (Photo provided by International Falls Chamber of Commerce)

BELOW: Municipal workers in International Falls, Minn., pile snow up in the city's main square for a children's snow sculpting competition that takes place during the frigid city's annual Icebox Days Festival. (Photo provided by International Falls Chamber of Commerce)



The festival is organized by the chamber of commerce, but the city collaborates in several ways, mostly involving plowing.

“The morning of the race, we make sure the race course is plowed to remove as much snow and ice as possible,” said Anderson. “Then we sand it for footing. The police will escort the race starters and clear intersections” for the runners.

The street department begins snowplowing several weeks before the festival, deliberately leaving large piles at city square so schoolchildren can make snow sculptures and paint them during Icebox Days. 

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DECEMBER

Dec. 10 Florida Recreation & Park Association Southwest Turf Day
Twin Lakes Park, Sarasota, Fla.
www.frpa.org

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.Va.
www.nrpa.org/event-school

Jan. 18-20 Fire Department Safety Officers Association 2016 Apparatus Specification & Vehicle Maintenance Symposium
Chaparral Suites Hotel & Conference Center, Scottsdale, Ariz.
www.fdsaa.org/events/2016-apparatus-symposium

JANUARY

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 Hotel, Las Vegas, Nev.
www.hdaw.org/HDAW2015

Jan. 25-28 Aircraft Rescue & Firefighting Chiefs & Leadership School
Wyndham Orlando Hotel, Orlando, Fla.
arffwg.org/conferences/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.Va.
www.oglebay-resort.com/schools/

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

Feb. 9-11 Utility Products Exposition — CANCELLED
Orange County Convention Center, Orlando, Fla.
www.utilityproductsexpo.com/index.html/

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.
drconference.org

March 8-10 International Association of Fire Chiefs Wildland-Urban Interface Conference
Reno, Nev.
www.iafc.org/wui

March 10-12 National Utility Contractors Association National Convention
El Conquistador Resort, Fajardo, Puerto Rico
www.nuca.com/convention2016

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

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

March 14-17 Mid-South Transportation & Parking Association
Historic Brown Hotel, Louisville, Ky.
www.mstpa.org/2016_Annual_Conference.html

March 20-24 NASTT No-Dig Show
Gaylord Texan Hotel & Convention Center, Dallas, Texas
www.nodigshow.com

March 21-25 International Wireless Communications Expo
Las Vegas Convention Center, Las Vegas, Nev.
www.iwceexpo.com



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Settled 1811


Pop: 11,204 (2013)

Government type: Mayor, city council

www.cityofcoshocton.com

Three rivers flow through a valley in east-central Ohio. More than 200 years ago the city and county of Coshocton developed in this valley, which at the time was also rife with Native American residents. This year the friendly community, a "Made in the USA City," was named by Ohio Magazine as an Ohio "Best Hometown" for 2015-16.

In 1971 the chamber of commerce in the city of Coshocton held a contest to design a municipal flag. The winning submission, created by former student Karen Uher of nearby Fresno, Ohio, reproduced the Walhonding and Tuscarawas rivers flowing together to form the majestic Muskingum River. A red "C" — along with the rest of the word "Choshocton" — was superimposed on the rivers and over a white background. The red center of the "o" pays homage to the state of Ohio. Additionally, the design's 22 blue stars represent the county's 22 townships.

The Coshocton city and Coshocton County share the same flag, which is why the design's 22 blue stars represent the county's 22 townships. It flies over Coshocton City Hall and county offices, and Choshocton city residents and business owners fly it as well. 

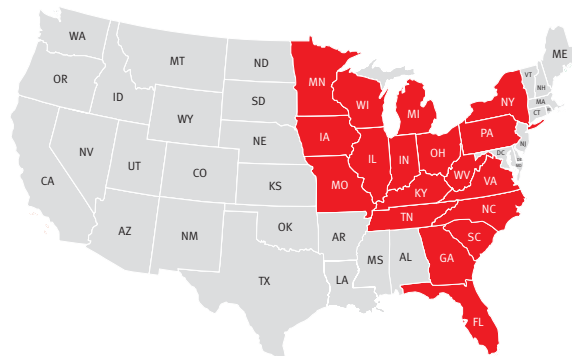


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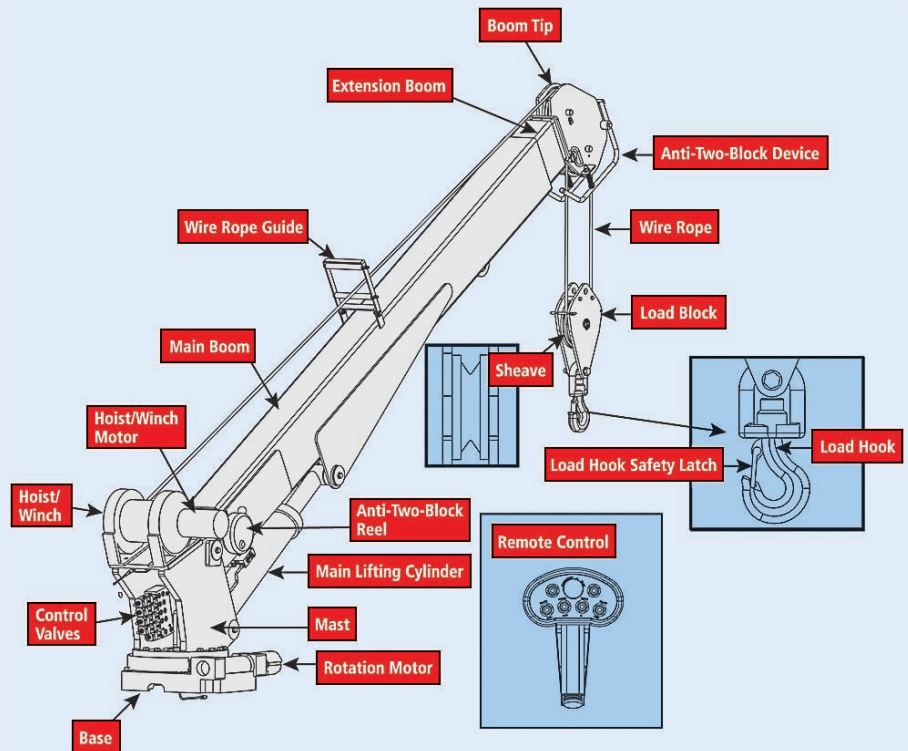
VTS crane training services



SERVICE TRUCK CRANE COMPONENTS & TERMINOLOGY

This illustration shows the components and terminology typically associated with service truck cranes. The definition and figure are from the National Coalition for the Certification of Crane Operators website: www.nccco.org/certification-programs/service-truck-crane-operator/certification-policies.

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As a trailblazer in crane training for mechanics, truck owners and operators, Venco Venturo Industries LLC has been a leader in crane training and operator certification. Venturo Training Services can help develop an operator safety program and make sure municipalities are Occupational Safety and Health Administration compliant [OSHA 1926.1400].

New OSHA regulations [OSHA 1926.1400] mandate that operators of most large cranes, those with 2,001-pound capacity and up, will need to be certified by an accredited crane operator testing organization. These regulations state that all crane operators who use service truck cranes in a construction function must be “certified,” and when used in a maintenance-type function must be at a minimum deemed a “qualified operator.” The certifications and/or qualifications must be in place by Nov. 10, 2017 [§1926.1427(a)(k)].

Definition of “service truck crane” for operator certification

Service truck cranes are identified by their telescopic boom, where the base and mast structure is not integral to the stabilizer/outrigger system. Lifting is typically accomplished via a winch, either electric or hydraulic; and its functions of rotation, elevation and telescoping are either powered or manual. These machines tend to have relatively shorter boom lengths of 10–35 feet and lower capacities of 1–7 tons, as compared to other telescopic boom-fixed cab machines such as boom trucks or carry deck cranes. Additionally, operations are usually conducted by the use of radio remote or pendant control, with the operator standing on the ground following the load.

Who can participate?

Municipalities, the propane industry, oil and gas industry, fleets, safety directors and owners of mechanics’ trucks used in construction can receive the training. VTS provides training programs for fleets and end users.

Please note that to achieve operator certification, the student must take a written and a practical exam that is administered by the NCCCO or its equal. This class only prepares students for the written exam. VTS can make arrangements for the NCCCO to administer these tests after completion of the class.

Crane Operator Training	This class intends to qualify candidates as operators. It includes current OSHA and American Society of Mechanical Engineers standards, operator responsibilities, physical criteria, pre-shift inspections, hand signals, a load chart definition and other required standards. Participants will receive a qualification card and a certificate of completion upon passing. This is a three-day class. <i>Reference: Minimum requirements of OSHA 1926.1427 / ASME B30.5 - 5-3.1.1</i>
Crane Inspector Training	Learn pre-shift and frequent and periodic crane inspections, along with required record-keeping. This course includes proper wire rope and hook inspections, proper rigging inspections, maintenance intervals and all classroom materials. When completed with a passing score, the candidate will be able to perform all required crane inspections. This is a two-day class. <i>Reference: OSHA 1926.1427 / B30.5-2014 5-2</i>
Train the Trainer	This course is designed to train large companies and fleet-type accounts that have in-house safety directors. These safety directors will, in turn, be able to train their operators in-house to become "Qualified Operators." Details of this course will follow the Crane Operator Training. In addition, materials will be given out to administer a practical exam, written quizzes and final exams. This is a three-day class.



VTS Crane Training Services include presentation and practical exams. (Photo provided)

Distributor training programs

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

About the trainer

With more than 40 years of experience in the truck equipment industry, Dave Foster, vice president of manufacturing and engineering, has dedicated more than a decade to crane, rigging and technical training. Foster is a qualified crane and rigging inspector, a certified factory trainer, a NCCCO telescopic boom crane-fixed cab certified crane operator and also has a certificate of competency under current OSHA and American National Standards Institute/ASME codes. In addition to providing comprehensive training services, he is committed to improving training programs for the industry as a whole. He's an active participant in the NCCCO's Mechanic/Service Truck Operator Certification Work Group, which has developed a written and practical certification exam specifically for truck-mounted cranes.

For more information, contact Foster at VTS, (800) 226-2238. ■

Information provided by Venco Ventura Inc.



Dave Foster, Venco Ventura Industries LLC, gives a presentation to officials from the city of Des Moines, Iowa. (Photo provided)



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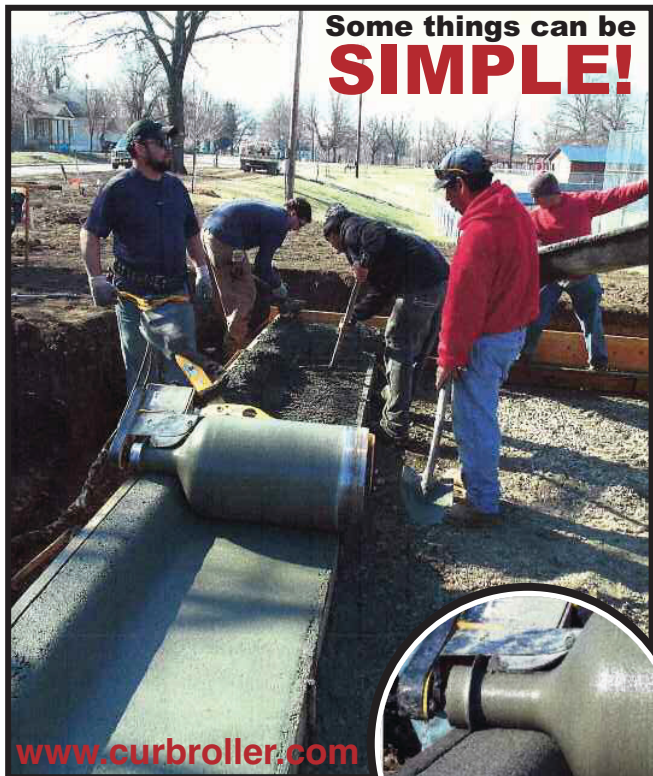
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Work Truck Show 2016 sessions educate fleet managers on collecting & leveraging data to improve fleet productivity

Farmington Hills, Mich. — There are plenty of processes a fleet manager can measure, but properly leveraging resulting data to improve productivity is not always easy. That's why new sessions at The Work Truck Show 2016 will demonstrate how to best utilize fleet performance and maintenance metrics.

The show will be held March 1–4 at the Indiana Convention Center in Indianapolis, Ind. Educational sessions and the Green Truck Summit begin March 1 and exhibits open March 2.


One of the new numbers-driven sessions is "Acquiring and Using Fleet Data: What You Can Learn From Your Equipment." And at the updated "Fleet Management 101: Fundamentals of Truck Fleet Management" seminar, attendees can learn how to use information systems and analytical tools for benchmarking. This immersive session also covers fleet performance measurements and shows how to determine total cost of ownership for each vehicle.

Registration for The Work Truck Show 2016 is open at worktruckshow.com. Join the conversation on Facebook at facebook.com/TheWorkTruckShow and on Twitter at @WorkTruckShow. The official Work Truck Show and Green Truck Summit hashtags are #worktrucks16 and #greentrucks16.

Students paint plows for Dublin snow team

Dublin, Ohio — The city of Dublin snow removal team will be plowing in style this year thanks to an artistic partnership with Dublin City Schools.

Seven Dublin schools took part in the city's Paint the Plow program, which started last year. Coffman High School and Davis Middle School helped launch the program in 2014 and participated again this year. Grizzell Middle School, Karrer Middle School, Olde Sawmill Elementary, Scottish Corners Elementary and Wyandot Elementary participated for the first time this year.

Students started working on the plows in September during designated art class times and are finishing up now, ahead of the first snowfall. The painted plows will be used for snow removal this winter. 



News releases regarding personnel changes, other non-product-related company changes, association news and awards are printed as space allows. Priority will be given to advertisers and affiliates.

Releases not printed in the magazine can be found online at www.themunicipal.com. Call (800) 733-4111, ext. 2392, or email jmagallanes@the-papers.com.

Global M3 Purpose Built 3-Wheel Street Sweeper Unveiled to the Theme of Pink Panther

WE ARE ALWAYS PROUD TO say we have built and delivered another new Global Street Sweeper for a City, Village, Town or Private Contractor. There are times, however, when we have the distinct pleasure of introducing our street sweeper to a new customer and participating in something great at the same time!

In October we were part of something truly extraordinary. Our Partner and Distributor in Ohio, MTECH and Global Environmental Products delivered a Pink Street Sweeper to the City of Toledo. The New Global M3 Street Sweeper's "bubble gum" paint scheme was provided to the City at no charge and is designed to promote Health Awareness while sweeping the City of Toledo Streets!

Alex Houser Vukoder, Director of Division Communications for the American Cancer Society's "Making Strides Against Breast Cancer" program expressed appreciation for the contribution while praising the "Sweeping Away Cancer" project as a most unique and portable way to promote awareness.

Our Global M3 Street Sweeper features a Cab-Over Design offering great pedestrian visibility, larger 5.6 cu. yd. hopper, larger 47" digger-type side brooms, and 24 mph road speed. Jeremy Mikolajczyk, Public Service Manager, had researched new models of street sweepers, specifically looking at



efficiency, and total cost of operation, finally deciding on the Global M3. When the Global M3 was being ordered the choice of color was discussed and that was when Chris Cira, President of MTECH, said "we can make it pink if you want!" Thinking about a new direction and how the City may use new equipment to do much more than just sweep, the Global M3 Pink Sweeper became a reality.

We would like to thank City of Toledo and MTECH for making this happen! We are very proud to be part of such a great event and that we can effectively use a street sweeper to carry such a positive message! ■

With a Large logo on the side of the Hopper "Sweeping Away Cancer" we were fortunate to raise \$6,000 For the American Cancer Society. What an amazing experience!



Our Thanks to **MTECH:**
Distributor of Global Street Sweepers in Ohio & Michigan
7401 First Place,
Cleveland, OH 44146
Phone: (440) 646-0996
www.MTechCompany.com



For more information, don't hesitate to contact us at:
Global Environmental Products, Inc.
5405 Industrial Parkway,
San Bernardino, CA 92407
Phone: (909) 713-1600
www.GlobalSweeper.com

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TOP TEN

Best small cities?





Recently, NerdWallet did some research on which communities would help retirees stretch their savings the furthest. In the resulting list of cities with 100,000 residents or fewer, affordability was high; state taxes were manageable; the local economy was strong; transportation was easily available; and there was a proven high quality of health care.

NerdWallet then factored in the size of the senior community; but to The Municipal, the previous factors are desirable not just to seniors, but to pretty much everyone. The list feels more like kudos being handed out to cities that are just plain “doing it right” in general. After all, who wouldn’t want to live in an attractive, friendly community where the cost of living is also reasonable and you can get a bus when you need one?





“Best small cities to spend your retirement savings”

-  Average house sale price June 2014–May 2015
-  Score in Medicare hospital rating
-  Median household income in 2013
-  Non-car commuters





8 SARATOGA SPRINGS, New York

 \$300,513
 74.0%
 \$68,233
 12.8%





10 NORTHAMPTON, Massachusetts

 \$266,853
 71.0%
 \$57,908
 14.5%





9 BLOOMINGTON, Minnesota

 215,008
 73.5%
 \$61,885
 6.4%





7 BROOKFIELD, Wisconsin

 \$264,967
 77.5%
 \$86,703
 1.9%





5 PRESCOTT, Arizona

 \$267,922
 74.0%
 \$42,181
 8.6%





2 BETHEL PARK, Pennsylvania

 \$172,254
 68.8%
 \$71,229
 13.2%





1 FORT LEE, New Jersey

 \$375,033
 71.8%
 \$70,374
 24.6%





6 WALNUT CREEK, California

 \$579,996
 75.5%
 \$80,192
 19.4%

4 ORO VALLEY, Arizona

 \$245,738
 72.0%
 \$75,368
 2.8%

3 SARASOTA, Florida

 \$256,864
 74.5%
 \$42,782
 5.3%

Source: www.nerdwallet.com/blog/investing/retirement-planning-compare-best-cities-2015

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