

# THE MUNICIPAL

*The Premier Magazine For America's Municipalities*

September 2018

## Storm Management

### INSIDE:

Storm Tree

Preparing for federal auditors

The Municipal undergoes expansion, pg. 16

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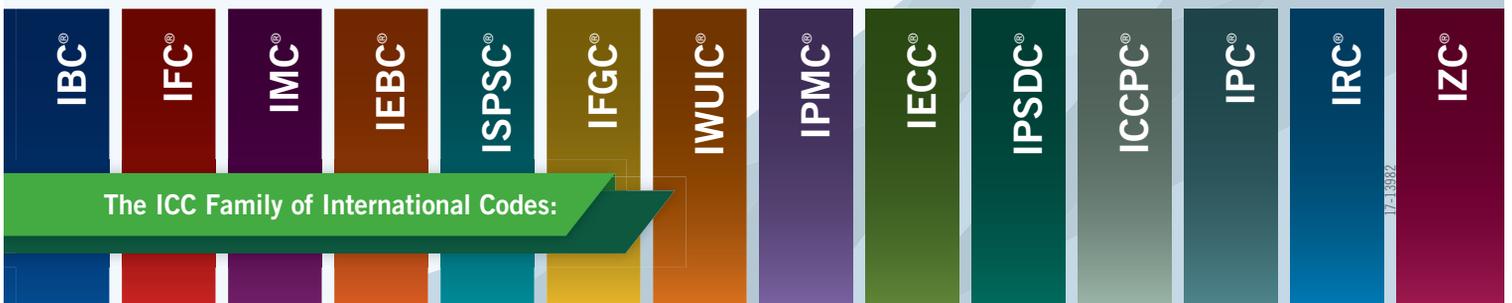


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### ON THE COVER

StormTree combines trees with its sustainable stormwater management system in order to capture stormwater runoff while also removing pollutants. These systems feature an open design that allows for unrestricted tree root growth, making for an attractive downtown stormwater management measure. Learn more on page 10.





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# Connecting readers with ideas and innovative products, coast to coast



**Sarah Wright** | Editor

**S**TARTING WITH THIS ISSUE, The Municipal is reaching a bit farther, expanding from 18 states to the entire contiguous United States. In the past, we've always been willing to step outside our borders to bring our readers new, innovative ideas, products designed to make their lives easier and practical solutions. The only difference now is our friends out West and in New England will also be directly receiving these articles, featuring them and their neighboring communities.

While geographically municipalities might face different sets of challenges — after all, Montana doesn't have to worry about hurricanes like Florida does — they do face many of the same obstacles. From being fiscally responsible while addressing aging infrastructure to ensuring safety for both the public and first responders, there are plenty

of unifying concerns faced by municipalities of all sizes and in all locations.

Through this expansion, The Municipal will facilitate the spread of practical information and share the latest in products, services and equipment — serving as a connection, if you would, between cities and towns across the U.S. There is a lot we can learn from each other.

For instance, in this issue, we are talking about storm management. And while, as noted above, cities face different varieties of weather challenges, no city is exactly safe from a severe or damaging weather event. Thinking otherwise can be disastrous as noted by Tom Ed McHugh, former mayor of Baton Rouge, La., and former executive director of the Louisiana Municipal Association, in this month's article on surviving a post-disaster federal audit.

"Natural emergencies occur no matter where in the country you live," he commented. "It's so easy to think, 'not gonna happen here,' but it's crucial to realize it does, and in this day and age with the threat of terrorism on top of natural disasters, one has to be prepared."

Some disasters are expected like clockwork — with terms like hurricane season or tornado season existing for a reason — while

others can take us by surprise. Preparation and diligence are tools every municipality needs in its kit.

We are highlighting a variety of cities that have done just that, including Warsaw, Ind., which addressed flaws in its communications before any disaster could occur; Myrtle Beach, S.C., which saw an increased amount of flooding and took an innovative approach to stop it; and Walla Walla, Wash., located in the Cascadia Subduction Zone, which is getting ready for the "big one" by building resilient citizens.

So, for new readers and old, don't be a stranger. If you have a topic you want us to address or if you want to share your own municipality's achievements to the benefit of your peers, shoot me an email or give me a call. My door is always open. **M**



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# Meet the hardest working tree on the street



**StormTree provides sustainable stormwater management systems that integrate trees with stormwater runoff collection and pollutant removal. Our open design systems allow for unrestricted tree root growth, promoting healthy tree growth and development.**

By PAUL IORIO

In green infrastructure applications, when trees are expected to provide aesthetic appeal, function as a stormwater management solution and provide pollutant removal, a supportive subsurface environment is necessary for both tree and roots to acclimate, survive and sustain vigorous growth.

Whether the project is a complete streets rebirth, or a less ambitious sidewalk renewal, oftentimes, the tree installation is an afterthought or — worse yet — a punch list item. These construction practices all require heavy earth moving machinery causing permanent damage to the soil structure due to compaction. Soil compaction severely impedes and restricts a newly planted tree's ability to acclimate and develop a healthy root system critical to initiate strong vigorous growth, which enables a developing tree to withstand the harsh realities of its impervious environment.

StormTree was contracted by the city of Big Rapids, Mich., to provide tree filter systems for a recent downtown revitalization project, which included sidewalk upgrades. Project funding was provided by a "Go Green" grant initiative that included the desire to capture stormwater to reduce contaminant loading and to provide additional water to newly planted trees.

The StormTree system combines a precast concrete frame with an engineered soil media designed to collect and treat stormwater runoff and provide a healthy tree growing environment. The StormTree frame is open sided with a filter media area allowing for unrestricted tree root growth.

## Installation

For the Big Rapids project, a 5-foot-by-7-foot-by-4-foot precast concrete frame with an interior pretreatment sump design was selected to integrate with the newly installed sidewalks and curbing. Once the concrete

*LEFT: Trees in the StormTree system, pictured during the summer of 2018, have exhibited greater caliper dimensions and overall growth versus standard sidewalk trees planted within the same 2015 time-frame. (Photo provided)*



*The “Hardest Working Tree on the Street,” StormTree offers stormwater runoff collection and pollutant removal while also adding an aesthetically pleasing asset to cities’ downtowns. (Photo provided)*



*StormTree, with its compact size and open sides, provides ease of installation and cost management. Often the only piece of equipment needed for installation is a mini excavator. (Photo provided)*



*Pictured is the interior of the precast frame. StormTree’s frame is open bottom and open sided with a filter media area allowing for unrestricted tree root growth. (Photo provided)*

frame was installed, the media was then back-filled into the interior of the frame.

Because StormTree systems are open design — open bottom and open sided — there are several advantages: (1) the units typically weigh less than 10,000 pounds so a mini excavator — no crane is required — is typically used to install the system providing ease of installation and cost management; (2) the system and components can be adjusted on site in the event of field changes or unforeseen obstacles; and (3) the engineered media bed can extend beyond the concrete footprint providing more treatment area without more concrete.

### **Let the rains begin**

Stormwater runoff enters the unit through the throat and collects in an interior sump. Sand, sediment and trash associated with the water is segregated and retained within the sump. The water rises and flows over a baffle wall that separates the sump from the media chamber. The stormwater collects in the chamber and infiltrates through the media where physical, chemical and biological processes take place, which allow nutrients such as nitrogen, phosphorous and metals to affix to media particles becoming immobilized and/or are made available for tree uptake and as a food source for soil microbes.

Infiltrating water continues downwards and outwards and enters the stone base beneath the media layer. This stone base doubles as support for the concrete structure while also serving as a collection basin for “treated” stormwater. A perforated underdrain pipe within the stone layer collects and conveys this water to a downgradient facility, such as a catch basin,

manhole or “daylighted” to an above ground swale or retention area. This underdrain pipe is connected to a vertical overflow/bypass pipe within the media chamber that is designed to evacuate and discharge excess water collecting within the system during intense or prolonged rain events. Due to StormTree’s unique open design, the combined collection and discharge piping can be positioned at varying elevations and directions providing unrestricted locating versus a “closed box” system.

Although not designed specifically for this project, the overflow/bypass pipe within the system could also be laterally connected to other trees within the streetscape to provide additional irrigation, with the tree filter system essentially serving as a collection and distribution conduit.

### **It starts at the roots**

Of the several street tree options, Callery pears were selected for the Big Rapids systems. Although traditional cast-iron or steel tree grates are appropriate, American Disability Act compliant, fiberglass grates were selected for this project. These fiberglass grates fully support pedestrian loading and can easily be cut on site, which allows for selecting a specific location for the tree and opening. The flexibility in locating the tree position is a benefit should there be setback requirements or passerby clearance issues. The fiberglass grating covers both the tree filter media area and the interior pretreatment sump.

The tree root growth is naturally suppressed below sidewalk elevation, reducing or eliminating the possibility of pavement upheaval. This “tree well” characteristic allows for greater

irrigation due to an enhanced collection area. The tree filter system’s ability to capture and collect additional surface runoff from the surrounding impervious surface allows it to better withstand periods of intense heat and drought or minimal rainfall events.

StormTree’s open design also allowed for electrical wiring to be easily installed in the Big Rapids systems to provide supplemental, aesthetic lighting for the trees. Supplemental irrigation can also be conveniently connected to the systems, particularly in regions where limited rainfall occurs. These amenities are much desired in streetscape and plaza applications with restaurants, entertainment districts and public gatherings.

The city’s department of public works is performing yearly maintenance of the tree filter systems which includes removing the grating and using vactor equipment to remove accumulated sand, sediment, and debris from the sumps.

### **Results**

The Big Rapids tree filter systems have been evaluated after the fall 2014 installation, with positive performance results. The pretreatment sumps within the tree filters have effectively contained quantities of sand and debris. The trees have exhibited greater caliper dimension and overall growth compared to standard sidewalk trees of similar height planted within the same timeframe. This is why we say that StormTree is the “Hardest Working Tree on the Street.” 

Learn more at [www.storm-tree.com](http://www.storm-tree.com) or call 401-626-8999.



by RAY BALOGH | The Municipal

## Dorothy Husted was hot, tired and trying to stave off the discouragement of a failed career experiment.

In December 1931, she and her husband, Ted, had rolled into Wall, S.D., with their 4-year-old son, Ted's \$3,000 inheritance from his father and all their worldly goods stuffed into — and onto — their Model T.

Ted had graduated from pharmacy school at the University of Nebraska a couple years earlier and the couple buoyantly anticipated a career as drug store owners.

The Husteds had prayed and decided to give the venture five years. They purchased the town's apothecary, established in 1909, which had dispensed only over-the-counter medicines. Ted's degree brought prescriptions 50 miles closer to the townspeople.

Wall, population 326, had met its triumvirate of deal breakers: a small town with a Catholic church holding daily mass and a drug store for sale.

What the town still did not provide by that sweltering July afternoon in 1936 were customers. Dorothy went home to take a nap, leaving Ted to tend their dormant enterprise.

She lay next to the open bedroom window, trying to catch a breeze and refresh her waning optimism. What she caught instead was the constant drone of traffic from nearby Route 16A. Many of the travelers were driving through the arid, shadeless desert to visit Mount Rushmore, then a work in progress 77 miles west of Wall.

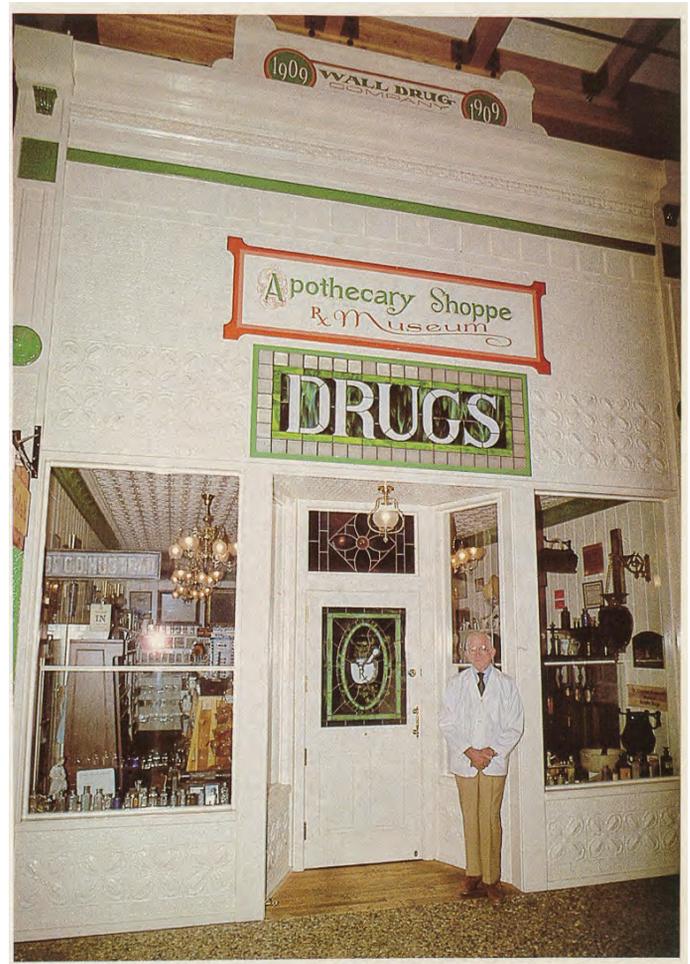
Dorothy reckoned they must be as parched and miserable as she was in the relentless Sunday afternoon heat.

Then came a quiet inspiration, a life-changing epiphany, a gentle echo of a precept from the Good Book, something about "giving a cup of cold water to a stranger"...

She returned to the drug store. "I think I finally saw how we can get all those travelers to come to our store," she told her husband.

Ted later recounted her revelation. "What is it those travelers really want after driving across that hot prairie? They want water. Ice cold water. Now, we've got plenty of ice and water. Why don't we put up signs on the highway telling people to come here for free ice water?"

**ABOVE:** The final sign to welcome visitors is located at the outskirts of town. Wall Drug is the town's largest employer. (Photo provided)



*Wall Drug founder Ted Husted poses in front of the Apothecary Museum, a replica of the original drug store founded in 1909, two years after the town's founding. Husted purchased the store in 1931. (Photo provided)*

Western apparel is a mainstay at Wall Drug. The commercial complex also sells native American jewelry, T-shirts and other souvenirs. (Photo provided)

Over the next few days, Ted and a local high school student put together some 12-by-36 signs modeled after the iconic Burma Shave roadside advertisements.

They spaced the boards along the highway, and before they even returned to the store, travelers were lined up at the counter for ice water.

Ted and Dorothy scrambled to fill the orders, cracking ice from big blocks and working the well pump — Wall did not yet have running water.

Some customers ordered ice cream or purchased odds and ends from the shelves. By the time the shop closed for the day, the Hustedes were exhausted. The following summer they hired eight helpers, and Wall Drug, now in its third generation of ownership, has never looked back.

The enterprise has planted more than 3,000 billboards since 1936, most along a 650-mile stretch of Interstate 90. Billboards dot the nation, with at least one in each of the 50 states.

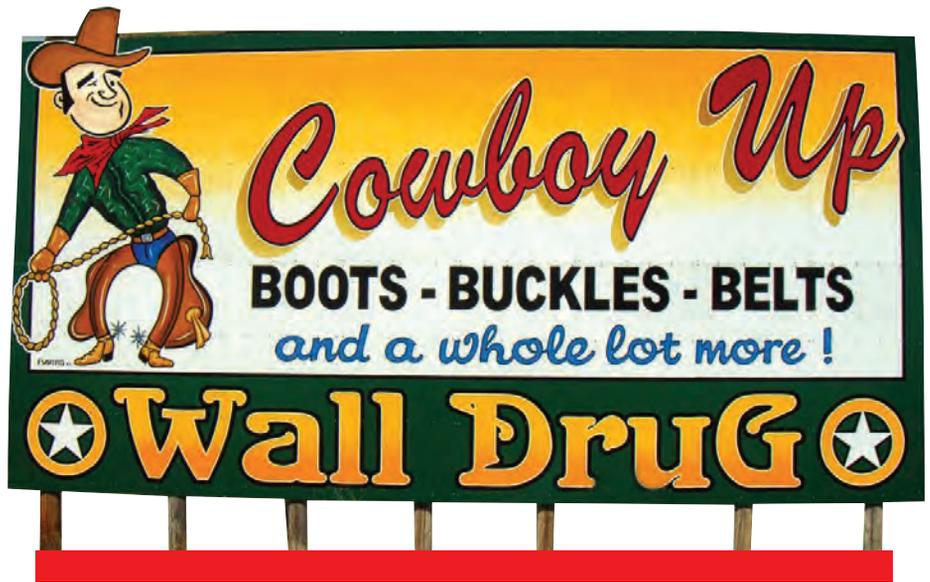
Soldiers during World War II popularized the business by posting handmade signs denoting “x miles to Wall Drug” throughout Europe.

The “geographic center of nowhere” — as the locals affectionately referred to Wall — had become somewhere. For some it is a destination in itself, not merely a blithe stopover en route to more interesting attractions.

The store’s success “taught me my greatest lesson,” said Ted. “There is absolutely no place on God’s earth that is godforsaken.”

Both the business and the town have grown over the years. Wall has nearly tripled in population and the Wall Drug complex has expanded to more than 75,000 square feet of commercial space; an indoor mall with outlets selling jewelry, western apparel, souvenirs and other merchandise; apothecary museum; 530-seat restaurant; one of the world’s largest private collection of cowboy art; and a variety of family venues with children’s activities.

Some of the attractions border on the tourist-trap kitschy: a 80-foot dinosaur with light bulb eyes to entice travelers when Interstate 90 replaced the old highway, a 6-foot rabbit, life-sized robot T. rex and giant jackalope.



The sprawling attraction takes up more than half the commercial district on both sides of Main Street in downtown Wall. The Travelers Chapel is a recreation of an 1850s Trappist monastery. (Photo provided)

Kids can dig for fossils, pan for treasures, enjoy a shooting gallery and try their skills on a mechanical bucking bronco.

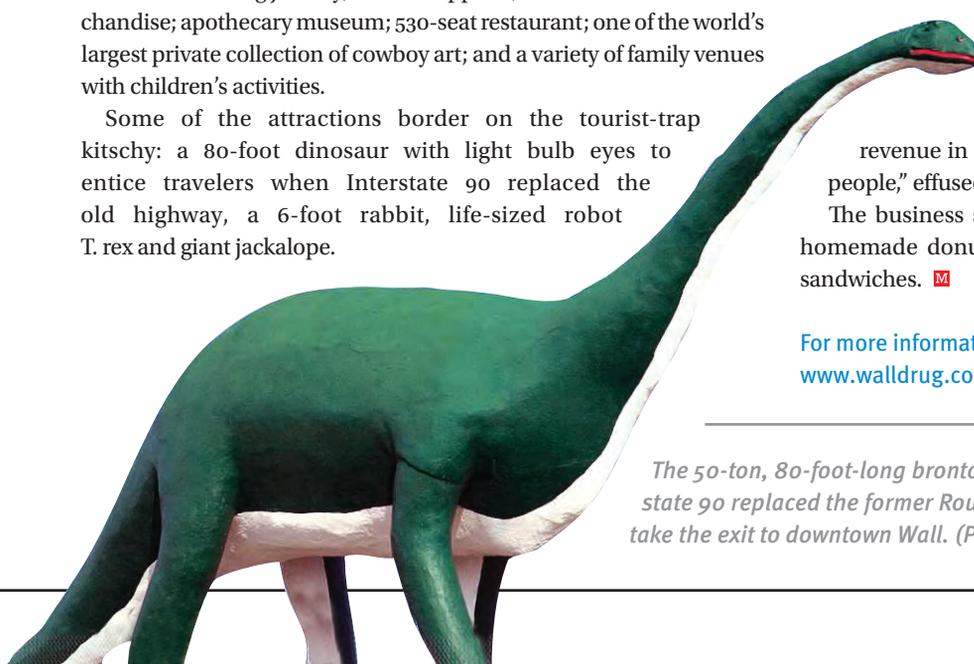
Wall Drug currently employs nearly 300 seasonal workers to handle visitors, whom can number more than 20,000 on a summer day.

The Hustedes’ sprawling business now comprises a majority of Wall’s downtown. Municipal leaders are delighted. “We have the same sales tax revenue in this town of 800 people as some towns with 5,000 people,” effused former mayor Dave Hahn.

The business still offers free ice water, five-cent cups of coffee, homemade donuts, buffalo burgers and its “legendary” hot beef sandwiches. **M**

For more information, call (605) 279-2175 or visit [www.walldrug.com](http://www.walldrug.com).

The 50-ton, 80-foot-long brontosaurus was built along the highway when Interstate 90 replaced the former Route 16A. The eyes light up to beckon travelers to take the exit to downtown Wall. (Photo provided)





# Crossville, Tenn.

Crossville, Tenn., is not shy about touting its natural and man-made resources on its city seal.

The words “mountain resorts” and “recreation” are prominently emblazoned top and bottom on the circular logo.

Included on the busy, colorful seal are a bright red sun rising or setting to a blue sky between two vibrant green mountains, clear blue water, a jumping fish, deer, sailboat, church and some industrial buildings.

The city of 11,449 is located in the center of the state, within an hour or two of Knoxville to the east, Nashville to the west and Chattanooga to the south.

The municipality was settled in the early 1800s at the intersection of two major thoroughfares of the day. Great Stage Road connected Knoxville and Nashville, and Kentucky Stock Road ran north and south from the Kentucky line down to Chattanooga.

At the turn of the 19th century, Samuel Lambeth opened a store at the junction of the two roads and the small community became known as Lambeth’s Crossroads. The name had evolved to Crossville by the time a post office was established there in the 1830s.

Crossville was named the county seat of Cumberland County, which was formed in 1856, because the town was in the center of the county’s geographical boundaries. James Scott, who purchased Lambeth’s store, donated 40 acres for the construction of the courthouse and town square.

Crossville’s fortuitous placement became its curse during the Civil War. The well-developed roads facilitated access by occupying Union and Confederate troops and renegade guerrillas, who scoured the area with fierce fighting throughout the war.

During the Great Depression, the federal government initiated a project just south of Crossville to benefit impoverished farm families. Some of the land purchased by the government became the nucleus for Cumberland Mountain State Park, with Crossville serving as the entrance.

Since then visitors from around the world have visited the park and availed themselves of the town’s recreational amenities. International visitors have hailed from Britain, Germany, Finland, Poland, Greece, Egypt, Australia and New Zealand.

One notable omission in the seal is any reference to Crossville as the Golf Capital of Tennessee.

Crossville offers nearly a dozen championship golf courses, including Bear Trace, the first course in Tennessee designed by Jack Nicklaus; and Fairfield Glade, a vacation and retirement resort featuring 90 holes of golf.

Other attractions include live theatrical performances, winery tours, antique and gift shops, fine restaurants and a host of outdoor activities on land and water.

For more information, visit [www.crossvilletn.gov](http://www.crossvilletn.gov) or [www.crossville-chamber.com](http://www.crossville-chamber.com)



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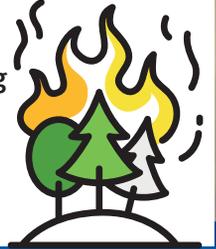
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**Focus on:  
storm  
management**

**178,752**

The number of acres that the Carr Fire has burned through in California. At last update, it is considered 49 percent contained after destroying nearly 1,077 homes and killing seven people. Currently, it is considered one of the worst destructive wildfires in California's history.



Source: <https://www.npr.org/2018/08/01/634489972/californias-carr-fire-30-percent-contained-as-new-blazes-erupt-elsewhere>

**\$75 million**

Over the course of 25 years, Myrtle Beach, S.C., has spent roughly this amount on stormwater management. Its four deepwater ocean outfalls, in particular, have greatly reduced flooding.



Learn about how city's deepwater ocean outfalls have benefited not only neighborhoods, but also ocean water quality on page 20.

**\$383,866.21**

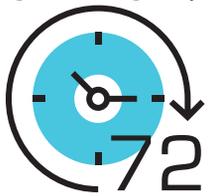
The amount Warsaw, Ind., is paying to upgrade its radios after a hazardous material drill in 2017 revealed flaws in its communications.



Read more on page 18.

**72 hours**

The Federal Emergency Management Agency usually allows 72 hours for time and material quotes, giving city officials time to competitively bid.



Find out more tips to weather federal audits and ensure reimbursement from FEMA on page 24.

**\$7.1 billion**

In the first half of 2018 alone, the U.S. has had six billion-dollar weather disasters. The total estimated price tag from five of the six disasters is \$7.1 billion, and they have contributed to 36 deaths.



Source: <https://weather.com/news/news/2018-07-10-billion-dollar-weather-disasters-united-states-2018-noaa>

**14 days**

The number of days emergency management officials within the Cascadia Subduction Zone are recommending citizens be prepared to survive on their own for.



Learn how Walla Walla, Wash., is creating resilient citizens on page 28.



# Improving communications: *Technology upgrades allow agencies to connect*

By JULIE YOUNG | The Municipal

**No matter when disaster strikes or where an emergency occurs, the ability to deliver vital information to those who need it can be a matter of life or death. While municipalities have worked tirelessly to create multimedia platforms in order to communicate with their constituents, the technology used by their public service agencies is often incompatible, out of date and in need of an upgrade.**

## **A two-way street**

According to the Federal Communications Commission, radio systems currently being used by public safety agencies have a number of compatibility issues that make it very difficult for these entities to communicate and coordinate efforts in the event of an actual emergency. They are severely crowded, lack interoperability and have less than optimal transmission and reception quality as well as limited feature options. It is such an issue that the agency believes it is one of the most critical deficiencies in today's public service communications. In many jurisdictions, these antiquated two-way wireless communications systems are not only overworked, but they are also unreliable. Not only are these jurisdictions unable to properly communicate on a daily basis, these systems are preventing them from planning for the future.

In August 2017, the Kosciusko County Local Emergency Planning Commission (Indiana) hired a private consultant to oversee a full-scale hazardous material drill in Warsaw, Ind. The drill scenario centered on a vehicle accident that resulted in a chemical spill, which created a plume of gas in the air and threatened to pollute a nearby creek. The consultant was to evaluate how well the agencies performed in three core capabilities: establish an incident command and announce an onsite commander within 10 minutes of arrival; to establish and maintain interoperable communications between all participating agencies throughout the incident; and to alert and dispatch personnel.

On the first and last points, the agencies were able to perform their duties without any challenges, but on the issue of communication, it became painfully obvious that a major change was in order.

"We knew our system was aging and was in need of an upgrade, but this really pushed us to revamp the system," said Michael Wilson, fire chief for the Warsaw-Wayne Fire Territory.

It's a big issue that is affecting communities throughout the nation. Many police and fire departments are married to their old analog systems, which no longer meet FCC mandates, are incompatible with digital systems and are susceptible to "dead zones."

According to Warsaw Police Chief Scott Whitaker, the current single band VHF radios will be upgraded to a dual band 800/VHF Digital to improve critical communications within the city of Warsaw and throughout Kosciusko County. This upgrade will also allow direct communications with district and state agencies such as the Indiana Department of Homeland Security — a capability that they have not had before.

"We will also replace the current repeater system by consolidating into a single digital repeater on the Station 1 tower, which will include the ability to cross band 800 with VHF," he said. "We see it down the road as a win-win because it will help us communicate more effectively on a daily basis and in the event of an emergency."

**LEFT:** Kosciusko County, Ind., underwent an intensive hazardous material drill in 2017. During the drill, it was determined that communications were a weak point that could hinder responses during the real event. Pictured, emergency responders with the Warsaw-Wayne Fire Territory in Kosciusko County evaluate a truck after it was struck by a moving train in July. (Photo by Maggie Kenworthy/Ink Free News)



In order to upgrade to the new system, the city of Warsaw opted to utilize a three-year lease to buy new Kenwood radio devices for the street department, wastewater department, cemetery, parks department, airport, police department and fire department. By coordinating their purchases into a bulk order through J&K Communications in Columbia City, Ind., they were able to take advantage of a two-for-one deal. The total upgrade will cost \$383,866.21 and will be paid in three annual payments of \$132,149.89.

#### **A difficult transition**

According to a study conducted by David A. Dees with the Florida Department of Law Enforcement, one of the biggest challenges for those transitioning to a “trunked” communications system — a line designed to carry multiple signals simultaneously — is in training personnel on how to use it.

“All system users need to have a basic understanding of how the system functions, what talk group operates off of which tower and what the different tones and messages mean to the operator,” he said.

While field users can be trained in a group setting, it is important that dispatchers have a one-on-one session with a working console so that they can best be able to connect multiple talk groups, identify the caller by identification number and track active calls from a single computer screen.

Whitaker said he does not expect the transition to be easy, especially when most of the personnel have only worked with VHF.

“We know there will be some growing pains, but we are in the early stages so we’ll see how user friendly it will be as we work with it,” he said.

Wilson said training is even more of an issue on the fire department side of things because “when you have multiple bands inside the radio,

*In addition to a hazardous material drill, Kosciusko County agencies participated in the Advanced Law Enforcement Rapid Response Tactics program to learn strategies for combatting active shooters. From left are Samuel Fowler, Winona Lake Police Department; Ryan Reed, Kosciusko County Sheriff’s Department; and Shawn Kantenwein, Winona Lake Police Department while Winona Lake Police Chief Joe Hawn guards the rear of the formation. (Photo by Phil Smith/Ink Free News)*



*In response to the hazardous material drill’s findings, the city of Warsaw, Ind., is leasing new Kenwood radio devices for the street department, wastewater department, cemetery, parks department, airport, police department and fire department. Pictured, a firefighter with the Warsaw-Wayne Fire Department carries a door away from a vehicle as his teammates work to quickly extract a passenger involved in a motor-vehicle accident. (Photo by Maggie Kenworthy/Ink Free News)*

it can be difficult to use.” He added, “By offering advanced training ahead of implementation, we can make sure that the guys have a better working knowledge of the system before we go live.”

Although these systems are complex and expensive, these upgrades not only meet the regulations set by the FCC, but also give public service agencies a leg up when an incident occurs. An up-to-the-minute, trunked

communications system can change the outcome of a call in an instant. It is an investment that will be relied upon by citizens and a trusted tool for those who pledge to preserve and protect. By striving to mitigate any breakdowns in communication, you will give your agencies the ability to be the best and brightest your community has to offer and demonstrate that you have the public’s interest at heart. **M**

# Myrtle Beach banishes flooding with deepwater ocean outfalls



*Hidden beneath Myrtle Beach, S.C.'s, shore and the ocean are four deepwater ocean outfalls that are designed to reduce flooding in the city by diverting water back into the ocean. (Shutterstock.com)*

By **ANDREW MENTOCK** | The Municipal

**Floods and rising sea levels have been an increasingly difficult issue throughout much of the world. Already in 2018, several cities have experienced floods so bad that they were considered 50-year, 100-year and 500-year floods.**

“Those seem to come more often than every 50 or 100 years,” said Mark Kruea, a spokesman for Myrtle Beach, S.C.

To combat flooding and other stormwater issues, Myrtle Beach installed four deepwater ocean outfalls—a stormwater system that transports rainfall 1,000 feet out into the ocean. The system runs underneath the beach and ocean.

“It takes the stormwater to where it is released into the ocean beyond a surf zone,” Kruea said. “It is diluted by the ocean. We also obviously then have a linear collection along the beach that gathers that rainfall and points it toward the outfall in that area.”

This system has effectively stopped flooding throughout Myrtle Beach, according to Kruea, and improved the ocean’s water quality while beautifying the beaches.

The water is improved by diluting stormwater past the surf area. The city also implemented debris and oil catchers into the outfalls to help prevent any unwanted or harmful materials from making it into the ocean.

“We do regular ocean water quality testing,” Kruea said. “We have a track record of the improvements that we’ve seen in the water quality thanks to deepwater outfalls. They really have made a big difference in the ocean water quality.”

The beaches are more aesthetically pleasing because Myrtle Beach eliminated the need for several above-ground pipes that once ran across the beach and emptied stormwater into the ocean.

“We had smaller pipes that would carry rain from the city straight to the beach,” Kruea said. “By building the deepwater outfall, we’ve been

able to remove several dozens of those on-beach pipes. That allows us to carry the water beyond the surf zone.”

For as effective as the deep ocean outfalls are, it takes quite a bit of money and effort to implement one—let alone four. One outfall can cost anywhere between \$6 and \$20 million, said Kruea. The city of Myrtle Beach has spent roughly \$50 million since the early 2000s to install its four outfalls.

Other cities, such as North Myrtle Beach, have also been able to implement several outfalls, but smaller neighboring towns like Surfside Beach, with a population of roughly 5,000, cannot afford to install one.

“They are expensive, but they do work,” Kruea said. “Anytime you’re moving Mother Nature where she doesn’t want to go, it gets expensive. The geography is fairly flat here, so we don’t have a lot of gravity to help make the rain go where we want it to. So we have to do most of this work underground and that gets expensive.”

Over 25 years, Kruea believes that Myrtle Beach spent roughly \$75 million on stormwater management.



Myrtle Beach has installed deepwater ocean outfalls similar to this one in Cape May, N.J. This outfall tube was exposed in 2010 after a severe storm. Other cities along the East Coast have turned to outfalls to prevent or reduce flooding, with Myrtle Beach launching its outfalls after learning about their use in Virginia. (Photo by Michael Medina-Latorre/FEMA)

“We’ve used regional stormwater retention ponds so that we could help smaller pieces of property by providing a regional system that would allow the collection,” Kruea said. “It’s called a lake basically, then you have a nice recreational amenity.”

Another issue when it comes to deepwater ocean outfalls is that they will only benefit communities that have large bodies of water, such as an ocean or a Great Lake.

In fact, Kruea admits that Myrtle Beach got the idea from communities in Virginia, which he believes came up with the idea for deepwater ocean outfalls.

“We’re not opposed to borrowing a good idea,” Kruea said.

Since Myrtle Beach has become more efficient at sending water into the ocean, he said they monitor the water levels and forecast frequently. So far, the city has not run into any issues. It also helps that Myrtle Beach constructs buildings farther from the water than it is required to.



Myrtle Beach conducts regular water quality testing of the ocean and has discovered that water quality has improved since the installation of its four deepwater ocean outfalls. (Shutterstock.com)



In addition to reducing flooding, the outfalls have beautified the beaches since they allowed for the removal of smaller exposed on-beach pipes. (Shutterstock.com)

“Our setback from the beach is greater than the state of South Carolina requires, so we actually require the construction be farther back from the ocean than the state requires,” Kruea said.

Going forward, Kruea said that Myrtle Beach is in the preliminary engineering stages of adding a fifth outfall because they’ve been incredibly effective.

“We’ve virtually eliminated the flooding issues that we had after a heavy rain in the city,” Kruea said. “You had some neighborhoods that would fill up 20 years ago, and we’ve solved that problem with the changes that we’ve made to our stormwater system.” **M**

# Communities navigate storm shelter needs



Shutterstock photo

By CATEY TRAYLOR | The Municipal

**When faced with severe weather, a checklist of to-dos starts to form: make sure the animals are safe, locate supplies in case the power goes out, fill jugs of water and maybe even head to the basement or lowest level of the house if necessary. But, what about when weather is so severe it might not be safe to stay in your own home?**

For residents of tornado-prone states like Oklahoma, Arkansas, Kansas and Iowa, there might be another option: a public storm shelter, sometimes known as a community safe room. These rooms or shelters are designed to withstand extreme wind pressures and debris impact.

According to the Federal Insurance and Mitigation Administration's "Community Safe Room Fact Sheet," most businesses and public buildings, even new ones constructed adhering to current building codes, do not provide adequate protection from tornadoes, hurricanes and other extreme windstorms. Community safe rooms can provide near-absolute protection for many community members and in recent years have become popular options for many communities.

For the most part, the decision to build a safe room is left to individual communities, and a number of factors can play into that choice. Potential for loss of life or injury, type of hazard, likelihood of use, occurrence and severity of weather and vulnerability of community members are just a few reasons why communities might opt for one. However, there are some areas required by building code to construct storm shelters. These areas typically include schools, 911 call stations,

emergency operation centers in addition to fire, rescue, ambulance and police stations.

While FEMA has no official stance on whether cities should have public storm shelters, the organization's Hazard Mitigation Grant Program provides money for safe rooms, storm shelters, sirens and other preventative measures.

A public shelter might sound like an ideal situation: being in a safe environment, knowing families and friends are accounted for and being surrounded by emergency personnel — but not everyone is on board with the idea.

In an interview with the Wichita Eagle, Acting Director of Emergency Management for Sedgwick County Cody Charvat said the cons of storm shelters outweigh the pros.

"People tend to push the decision to leave (their homes) until they become convinced it's really time to go," he said. "By then, it's too late because the storm is nearly on top of them. They run the risk of being hit by the tornado, getting caught up in traffic snarls or reaching a shelter only to discover it's already filled to capacity."

**RIGHT:** Some local buildings can double as storm shelters, such as schools. Pictured is Lone Star College-North Harris in Houston, Texas, which became a shelter after Hurricane Harvey. (Shutterstock.com)



**ABOVE:** Concerns do exist that people will wait until the last minute to drive to the public shelter, which could result in their injury or death. (Shutterstock.com)

Charvat also cited a 1979 tornado in Wichita Falls, Texas, during which residents left their houses, where they were safe, and headed to a public shelter; they were killed en route. A number of similar examples can be found from across the country.

Oklahoma City Emergency Manager Frank Barnes echoed Charvat's statements.

"One of the issues of traveling to a public storm shelter is just that you're traveling. You have to get in a car and drive somewhere, and being in a car is the worst place to be in that event, it's not survivable," he said in a May interview with Fox25.

Other factors adding to concern about public storm spaces include shelter capacity and availability, outdated building codes of current shelters, and shelter rules, risks and liabilities, according to the Central Region of the Oklahoma Emergency Management Association's "Public Storm Shelter Position Statement."

However, in the town of El Reno, Okla., home to 18,000 residents, everyone has been able to make a public storm shelter work.

According to a Fox25 story, the public shelter can house about one-third of the town's population and were constructed following a devastating tornado in 2013. The shelter opens for tornado watches and warnings and is designed for people who might not have a safe place to go.

"We're so much smaller than other cities," Assistant Superintendent of El Reno Public Schools Matt Goucher said. "We're talking these people could run to that storm shelter and not risk driving in a car. We



*Unlike storm shelters, most homes are not designed to withstand extreme wind pressures and debris impact. Pictured, is the aftermath of a category 4 tornado that touched down on March, 2, 2012, in Henryville, Ind. (Alexey Stiop/Shutterstock.com)*

obviously don't want residents to make (the shelter) their priority plan, but for those people with nowhere else to go, we have an opportunity for them to get to safety."

Overwhelmingly, officials stress the importance of homeowners having a safety plan in the event of extreme weather. In tornado-prone areas, storm safety should be a factor in choosing a home to buy, ensuring a space is available to remain safe.

"Small spaces, like bathrooms or closets, work best as makeshift shelters," Charvat said. "If a bathroom is the best option, climbing into the tub and then pulling a mattress or big pillows over yourself for added protection is a good idea. For those with a basement or underground shelter, it's best to get something sturdy and cover your head." **M**

# Be prepared: *How to survive an audit*



By DENISE FEDOROW | The Municipal

**Just like it does for the Scouts, the motto “Always Be Prepared” can serve city officials well—before, during and after a disaster—so expenses can be recouped from the Federal Emergency Management Agency.**

Unless you reside in a community that’s prone to tornadoes, hurricanes or blizzards, officials might get a little comfortable with an “it can’t happen here” mindset.

But as Tom Ed McHugh, former mayor of Baton Rouge and former executive director of the Louisiana Municipal Association, said, “Natural emergencies occur no matter where in the country you live. It’s so easy to think, ‘not gonna happen here,’ but it’s crucial to realize it does, and in this day and age with the threat of terrorism on top of natural disasters, one has to be prepared.”

McHugh also pointed out, “If you think about those who usually are elected into a municipal position, they’re from all walks of life and generally not experienced

with emergency management and federal reimbursement.”

With that in mind, McHugh said it’s crucial that they have competent people in positions of emergency management, all of whom are aware of the three phases of disaster preparedness—the preparation phase, the planning phase and the recovery phase.

“It’s all about knowing what to do and how to do it,” he said, adding that when he was mayor of Baton Rouge, he and other officials learned that vendors, who they worked with on a regular basis, could be helpful in a disaster by having pre-approved contracts with them ready to go.

**ABOVE:** Hurricane Sandy hit the New Jersey Shore hard and devastated coastal towns like Seaside Heights. The boardwalk and amusements were destroyed, as shown in this photo, with sections of one of the iconic roller coasters sitting in the Atlantic Ocean. (Photo provided)

“If you wait until you have an emergency to decide what to do, you’ve already dug yourself into a hole,” he said.

In the state of Louisiana when a storm moves into the gulf, cities already start to make plans, according to McHugh.

Examples of the preparation phase include having mutual-aid agreements in place with neighboring first responders; having those pre-approved emergency contracts with vendors ready so they can help in those first hours; and having local ordinances in place that address things that may come up during an emergency. All of these pieces will help during the disaster and afterwards when dealing with an audit.



*Teams of representatives from the Federal Emergency Management Agency, Small Business Administration and state of Louisiana survey the damage from a tornado in New Orleans in February of 2017. Once disasters like this happen, it's important to document all expenses in order to be reimbursed and to pass a federal audit. (Photo provided)*

McHugh pointed out that there are those in certain levels of government who work constantly in a storm situation, putting in an extreme amount of overtime and who, under normal circumstances, wouldn't be paid overtime but could be if there was an ordinance in place ahead of time.

"You can't make that decision on the fly; you have to have an ordinance that states someone in a salary position who, under normal circumstances, wouldn't get paid, under these specific circumstances, they would. If you have such an ordinance, you may get reimbursed by FEMA," he said.

Usually anything that is pre-approved by working with federal and state officials more

than likely will be reimbursed as long as it's documented, McHugh added.

For smaller communities that can't afford a full-time emergency manager, he advised, "Usually there's someone on staff that has some interest in it—just do the best you can." He also suggested to do so while eliciting support from county and state officials who would be more well versed in these matters.

One of his biggest pieces of advice for acing an audit is to stay on top of all those expenditures as they are occurring, including hours worked and even volunteer hours.

"Start documenting even before you know whether it's going to turn into a full-fledged disaster," McHugh said. "Then you're prepared.

If it doesn't turn into something big, you're ok. If you document while it's happening, you'll find you're in a much better position to respond to whatever questions auditors come up with."

Both McHugh and Brett Kriger, deputy director of disaster response for Louisiana Municipal Association, said when it comes to storms and other natural disasters, it's not a matter of if you'll be audited, it's a matter of when.

### **Seaside Heights, N.J.**

One community that feels it is ready for that anticipated audit is Seaside Heights. It had been heavily damaged in Hurricane Sandy, which in October 2012 caused historic devastation and loss of life.

According to the Department of Homeland Security's Office of Inspector General's report, it was the second largest Atlantic hurricane and the amount of debris was unprecedented, leaving parts of the state inaccessible. Seaside Heights was among the 565 municipalities where a state of emergency was declared.

Chris Vaz, administrator for the borough of Seaside Heights, said while it has not been ▶

## **Example of a checklist provided at an applicant kickoff meeting**

**Deputy Director of Disaster Response for the Louisiana Municipal Association Brett Kriger provided an example of a simplified checklist of items needed for an audit given at an applicant briefing.**

- 1.) Force Account Labor (FAL):** accurately completed FAL summary records; applicant benefits calculations worksheets and pre-disaster overtime policy.
- 2.) Force Account Equipment (FAE):** accurately completed FAE summary records (total equipment hours for each piece of equipment utilized shall not exceed total hours charged for equipment operator's time); evidence that equipment rates in existence prior to the disaster were used if such rates are lower than FEMA approved rates or FEMA approved rates if pre-disaster rates are higher than FEMA rates.
- 3.) Materials:** accurately completed material summary records; itemized invoices and/or receipts for all items including, but not limited to clear descriptions of items purchased (e.g., serial numbers or other identifying information) costs, dates, vendors and invoice/receipt numbers.
- 4.) Rental Equipment:** accurately completed rental equipment summary records; itemized invoices and receipts for all items, including but not limited to clear descriptions of items purchased/rented (e.g., serial numbers or other identifying information, costs, dates, vendors and invoice/receipt numbers); copies of all rental agreements/contracts.
- 5.) Contract Work:** accurately completed contract work summary records, copies of all agreements/contracts; itemized invoice and/or receipts for all items reported, including but not limited to clear descriptions of work performed, dates of work performed, costs incurred, invoice dates, vendor descriptions and invoice/receipt; itemized invoices and receipts for all items, including but not limited to clear descriptions of items purchased (e.g., serial numbers or other identifying information, costs, dates, vendors and invoice/receipt numbers)
- 6.) Procurement:** documentation indicating that either state or federal procurement regulations, whichever are applicable, were followed or a legally acceptable explanation as to why applicable state or federal procurement regulations were not followed, including but not limited to copies of RFPs, summaries of responses to RFPs, price quotes and bid tabulations.

audited by FEMA yet, the state of New Jersey has been and was found to be in compliance. State officials have been working with Seaside Heights to ensure it is ready for that inevitable audit. Vaz said state officials have reviewed its files for about two years.

“We had a series of audit preparation meetings to make sure we had our files together,” he said.

As to how the borough’s officials prepared ahead of time, Vaz said, “We hired a consultant, an organization that helps with all of our projects and works in emergency management and with the state police. In a small town like Seaside Heights, we need help from an outside consultant.”

He added, “We’re lucky to have these people available with the experience they have. They have a certain expertise with storm management and FEMA policies.”

Vaz would advise small communities like theirs to have a contract in place before an emergency occurs. He said these companies have spread sheets and software to document everything needed during these types of disasters.

“They’re a great level of support, especially in the first hours of crisis, because you have to document everything from the first minute,” he said.

Seaside Heights was hit with a double whammy. Nine months after Hurricane Sandy, a fire took out nine blocks of boardwalk. Vaz said it was determined that the fire was a result of damage caused by Sandy.

“Hurricane Sandy had a causal effect so it was a second punch for us. We’re still submitting reimbursement requests,” he said.

By working closely with state officials and their expert consultants, Seaside Height officials feel prepared, according to Vaz. “If a storm is barreling up the coast, we’re on the phone with our consultants.”

He acknowledged that cities that get hit regularly with natural disasters probably have internal staff to deal with these things.

“The Jersey Shore was not as well prepared for a monster storm like Sandy,” he said.

#### Additional advice

Kruger offered some additional advice. He’s been involved with storm management and audits on some level since 1990.

He said the main thing that gets municipalities in trouble with audits is that they don’t follow their own local and state codes and bid processes.

“You don’t just get carte blanche because you had a disaster,” Kruger said. “All they have to do is follow the rules.”

Every audit is done identically, according to Kruger. They’re done in accordance to The Stafford Act and an audit is required.

“For some reason some municipalities think it won’t happen,” he said. “At the end of the process, it’s like dealing with an IRS auditor — the federal government is not going to lose any money. Like the IRS, if you can’t find a receipt, they’re going to disallow the expense.”

A city or town has to have internal controls in place, show that it made a good faith effort to competitively bid, got approval before it awarded contracts and tracked every expense. Kruger said FEMA holds an applicant briefing meeting that is typically three to five hours long where it lays out expectations, passes out notice of intent and determines who is going to be the fiduciary.

He noted that FEMA usually allows for time and material quotes for 72 hours, giving city officials time to competitively bid. “Whatever your municipality allows you to do for emergency repairs over a weekend, you must do the same thing during a disaster.”



*Homes along the beach in Seaside Heights, N.J., had downed utility lines and piles of boardwalk planks in their yards — if they were lucky enough to escape being damaged in the devastation left from Hurricane Sandy. The borough along the coast had a double whammy when several months later a fire took out nine blocks of boardwalk. (Photo provided)*



*Structures along the coast of Seaside Heights, N.J., suffered damage from the winds that came with Hurricane Sandy. City officials knew to start documenting damage and expenses from the first minute the storm came so that they could be reimbursed from FEMA. The state passed a FEMA audit and Seaside Heights officials feel confident they will as well, but for now, they are still turning in requests for reimbursement. (Photo provided)*

Kruger said in all the training classes he does, he tells attendees two things: “Only document the funds you want reimbursed — if you don’t want to follow the rules, don’t expect to be reimbursed.”

Additionally, he tells them three key words: “Document, document, document!”

And as McHugh said, “Whenever the possibility (of a major storm) exists, (you) better start getting ready, get the gears moving in the right direction. Any time you’re involved in emergency management, you’re going to be audited.” **M**



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# WHETHER YOUR JOB IS LARGE

SMALL OR SOMEWHERE IN BETWEEN

# WE'VE GOT IT COVERED

# Building resilient citizens



By **ANDREW MENTOCK** | The Municipal

**Over the years, natural disasters have impacted many areas of the United States: from hurricanes flooding parts of Texas and Florida to wildfires burning up the West Coast. In response to these and other disasters, government bodies have worked to develop resilient infrastructures to be able to better handle catastrophic events that come their way.**

In 2012, the Emergency Management Council in the state of Washington released a report to inform people how to do so in the wake of an earthquake, something that's a real fear given the Cascadia Subduction Zone that runs through the state.

The Emergency Management Council defined a resilient state as "one that maintains services and livelihoods after an earthquake. In the event that services and livelihoods

are disrupted, recovery occurs rapidly, with minimal social disruption, and results in a new and better condition."

Over the years, more information was added to the region's resilience efforts thanks to a multi-state initiative called Cascadia Rising.

"Cascadia Rising was an emergency management event that had personnel and experts gather to discuss the danger and what

*Situated in the Cascadia Subduction Zone, Walla Walla, Wash., has made plenty of preparations should the "big one" occur. These have included encouraging residents to become resilient and build relationships with their neighbors. (Shutterstock.com)*

they need to do to get people prepared," said David Brauhn, the communications director for Walla Walla, Wash. "One of the recommendations out of that was to lengthen that three-day recommendation (for residents to be prepared to survive on their own) to 14 days."

Much of this plan also included creating a plan for available resources, especially when it came to water since several emergency services had assumed they would have first priority when it comes to this particular resource.



*During the summer, the city of Walla Walla, Wash., and its surrounding county host block parties to get relevant public safety information out to the public. These parties take place in local parks, schools or on the street. (Photo provided)*

There is also a big push for all bodies of government in the region to be on the same page so that they could collaborate and assist one another. This requires all cities, counties and states to use the same resource ordering and tracking systems so that these small and large bodies of government could better communicate with one another.

Several local governments also realized that in the event of a major earthquake, it would be up to individual people and their neighbors to help each other survive and that people will need to be resilient as opposed to just relying on the government.

“What we wanted to do was focus on emergency preparedness, of course, because of the Cascadia Subduction Zone, which is the big fault off of the West Coast in the Northwest,” Brauhn said. “It could go at any time and it’s going to be a catastrophic thing should it happen. We’re not immune to earthquakes or wildfires or anything like that here, so we have our own hazards.”

In order to prepare everyday citizens, the city of Walla Walla, along with the county, decided to host large block parties that focus on emergency preparedness.

The city hosts four block parties each summer: one every month in a different part of the city. These parties take place in local parks, schools or on the street.

“The (county) is giving out emergency preparedness guides in English and Spanish,” Brauhn said. “We give out free pizza, free ice cream at the event, and (when) ... people register for a meal ticket, we take their name and email address and we’ll sign them up for emergency notifications through Everbridge.”

Everbridge is a critical event management platform that several bodies of government are using to beef up their emergency preparedness.

The city of Walla Walla also raffles emergency supplies such as water buckets, solar-powered and hand-crank radios, hand-crank flashlights, emergency blankets, first-aid kits, whistles, hand warmers and more.



*Children complete art projects during one of the summer block parties. (Photo provided)*



*Walla Walla firefighters enjoy some of the free ice cream at one of the city’s block parties while connecting with residents. (Photo provided)*

Another purpose of the block parties is to help people build relationships with their neighbors.

“It’s so easy to be enamored with everything digital instead of knowing the people down the street or up the block,” Brauhn said. “You think we are closer than ever, but we aren’t in a lot of ways. We need to keep taking those fires of building relationships with neighbors. We’ve got to keep fostering that. It keeps the city stronger.”

Overall, the goal of all these recent initiatives is to keep people safe and help as many people handle a major natural disaster if and when one strikes.

“You just have to keep stressing that stuff. It’s all worth it if you can get people to be prepared,” Brauhn said. “The worst thing that can happen is an emergency like a wildfire or a flood or earthquakes is you didn’t prepare people to have the best chance of getting through that. So I think you have to really take that seriously.” **M**



*Horses are big business in Wellington, Fla., providing a boost to the local economy. Pictured are two riders enjoying the village's Environmental Preserve Horse Trail. (Photo provided)*

# Why 'Horse Town USA' is among the best places to live

By LAUREN CAGGIANO | The Municipal

**Great weather, location and a high density of amenities and resources for all ages make the village of Wellington, Fla., an attractive spot for young families and seniors alike. Wellington is west of West Palm Beach in central Palm Beach County.**

The village of Wellington operates under the council/manager form of government where elected officials are responsible for legislative functions such as establishing policy, passing laws, establishing the budget and setting the community vision.

Speaking of vision, if there's one consistent theme in Wellington's three-decade history, it's an intentional approach to growth. According to Assistant Village Manager Jim Barnes, the village has grown in land size and population.

"We started as an incorporated larger planned development in the 1980s and were incorporated as a city village in 1996," he said. "Since that time, we've grown from a community of 22,000 to 60,000-plus."

By 2019, village officials project the population to surpass 63,000.

The secret is out. People and businesses have recognized Wellington for its all-ages appeal and that's not expected to wane anytime soon; after all, in 2010, Money Magazine named it among the 100 best places to live.

Over the past few decades, many commercial developments have come to fruition, but Wellington is still a largely residential community. According to Barnes, that's part of its charm.

"As such, it's branded itself as a great family community with great schools, parks, etc.," he said.

The demographics tell that story, with the median age being around 40.8. Barnes said many couples just starting out seek out Wellington as a destination to raise children. And seniors also look to this south Florida village as a hotspot for retirement — many of whom are looking to "age in place," as Barnes put it.

To that end, the village of Wellington is charged with being responsive to the needs



*Its farmer's market is just one draw for people of all generations to move to Wellington, Fla. (Photo provided)*



*People line up at a variety of food trucks to sample their wares during a concert at the Wellington Amphitheater. (Photo provided)*

of all the generations through various programs and initiatives. Being largely suburban, it doesn't have the same amenities as a large city — and that's OK.

"We're never going to be a dense urban center," he said. In listening to younger residents, he added that people want greater sustainability and walkability to amenities. To that end, he anticipates the growth of destination retail centers.

Still, he pointed out that Wellington has an impressive number of attractions and entertainment options, which make it "relevant and competitive." One draw that is largely unknown by outsiders is Wellington's vibrant equestrian scene, a tourism cash cow. Jockeys and their families come to Wellington from all over the world to compete and enthusiasts flock to watch. Each year from January through April, a wave of over 250,000 visitors descend on Wellington for its Winter Equestrian Festival.

According to data supplied by the village government, the equine industry adds \$150-200 million dollars a year to Palm Beach County's economy. There are approximately 6,500 horses in the county — out of 500,000 in the state. The winter season in Palm Beach County experiences a large expansion when equestrian events are held, and the number climbs to over 13,000 horses. Approximately 8,000 acres of land are used for horses, with a majority reported in Wellington for polo and professional horse jumping events. In other words, horses are big business for Wellington. In Barnes' words, "It shapes our culture and business community."

But there's more to Wellington than its equestrian facilities. In recent years, residents have enjoyed the introduction of a robust farmer's market, renovated village hall and community center, 9/11 Memorial, barrier-free playground, pool, amphitheater and more.



*Residents turn out to enjoy the water during Wellington's Lakeside Family Fun Days. The village has been branded as a great family community with great schools, parks, etc. (Photo provided)*

To understand this trajectory, you have to look to decisions made nearly a decade ago.

"A lot of that stuff we decided to do in 2009-10," said Barnes. "We consciously made a decision to invest as a government in the community. We put our money where our policy is."

He said the response from the public has been largely positive because residents don't have to leave the village to recreate, socialize or be entertained.

Looking to the future, Barnes said decisions will be made in light of preserving the culture they've worked hard to build.

"I think in general we like what we have, but we're trying to figure out how to keep it. We might have to change a little so we can stay (mostly) the same." M



# Electric in action: Oakland utilizes EVs in four-prong green fleet approach

By SARAH WRIGHT | The Municipal

**C**ALIFORNIA IS AHEAD OF THE ball when it comes to electric vehicles, with the state having directives to lower greenhouse gas emissions.

These directives place special emphasis on the use of low-emission vehicles, and the state has particularly championed EVs by setting a goal to have 1.5 million electric vehicles on the road by 2025. Long before that goal was set, Oakland, Calif., had been pressing electric vehicles into service as far back as the '90s. In fact, it is just one prong of the city's four-prong approach to greening its fleet, with the others being the use of renewable diesel, compressed natural gas and its newest, hydrogen.

"We have a green fleet policy in place and we also have an environmentally preferable purchasing policy," Richard Battersby, interim assistant director of Oakland's bureau of infrastructure and operations, said, noting that the latter required the

use of re-refined lubricants and specifically identifying biofuels, CNG, propane and electricity for consideration over petroleum fuels. "We also have an energy and climate action plan."

The ECAP outlines a 10-year plan to achieve a 36 percent reduction in greenhouse gas emissions while also saving 24 million gallons of oil annually through driving habits, vehicle technology choices and infrastructure, including its "Engaging in Electric Vehicle Infrastructure Planning."

After a 12-year pause in equipment replacement, Oakland has resumed equipment purchasing, utilizing the aforementioned plans to welcome greener vehicles into its fleet. Of its non-law enforcement sedan fleet, 10 percent are battery electric; 25 percent are CNG; 25 percent are hybrids; 5 percent are renewable diesel; and 1 percent are hydrogen — for a total of the sedan fleet being 66 percent alternative fuel or hybrid.

**ABOVE:** A distance shot of an Envision Solar EV ARC electric vehicle charging station in Oakland, Calif. The city's green fleet policy, environmentally preferable purchasing policy, and energy and climate action plan have pushed its fleet to pursue more environmentally friendly options including solar energy. (Photo provided)

Its electric fleet vehicles include 26 battery electric sedans, which are Nissan Leafs, and 63 hybrid-electric Toyota Prius Cs. For those who might have tried early battery electric vehicles in the '90s and discontinued use, Battersby shared there have been many improvements since those early days. "Electric vehicles charge more quickly," he said. "They have a longer range and the batteries are more efficient. The regenerative braking technology has also evolved."

Oakland's 2017 Nissan Leafs have a 30 kWh pack, which gets an EPA-rated 107 miles of range. A full charge from a 240-volt Level 2 AC source takes around seven hours



*Driver training has been a key to success for Oakland's EV program. As part of it, drivers have been trained to plug in their EVs after use. (Photo provided)*

with the 3.6-kW charger and around six hours with the 6.6-kW charger.

But, as noted in last month's article, "Getting your electric ducks in a row," you can't put the cart before the horse. Or as Battersby put it, "You can't buy the vehicles until you have the infrastructure in place or else they sit. And you have to match the needs of those vehicles so they support their duty cycle."

Getting that infrastructure in place can be challenging, and Battersby noted it is important to know where the vehicle will be parked. Additionally, he said, "In some jurisdictions, they might have permitting challenges. Some locations might require extensive trenching, which increases the cost.

"Figure out where the city vehicle is being charged, and once that location is identified, look at the existing electricity."

Another consideration is whether or not a station will be accessible to the public, which would open the possibility of collecting fees. Battersby said smart stations are able to take credit cards or other forms of user ID information. "This makes the program self-funding," he added.

Fleet managers will also want to make sure their stations are Americans with Disabilities Act compliant, Battersby said, adding with all the planning such considerations can fall on the wayside until a letter is received.

Oakland took a little-at-a-time approach to its infrastructure, with Battersby noting, "We did a couple a year whenever a grant would become available. We used the grant as seed money for the next infrastructure project."

Funding is extremely important. Looking to take advantage of incentives and grants can help ease some of the costs of building infrastructure or even purchasing the EVs. Oakland secured a \$500,000 grant to install 48 Level 2 charging ports and four DC Fast Chargers, and it has also installed four EV workplace charging stations. By partnering with Workforce Development on a \$133,000 grant application, Oakland's fleet has been able to install nine Level 2 chargers in city-owned parking facilities and garages; it plans to install an additional 10 yet in 2018.

"We have three self-contained solar electric vehicle charging stations on order, and what we understand to be the first rooftop installation at a parking garage, which was necessitated due to utilizing all the available power in the facility," Battersby said. "The fleet secured \$160,000 in grant funding for these efforts and received \$280,000 in clean air vehicle rebate incentives for plug-in vehicle acquisitions, \$30,000 for hydrogen vehicle acquisitions and another \$330,000 for CNG vehicle acquisitions."

The use of solar charging stations is something Battersby is excited about, noting ►

## Seeing green

EV use is just one factor driving Oakland's displacement of 11 million gallons of petroleum fuel and its elimination of 48,888 tons of greenhouse gas emissions. Other components of its Energy and Climate Action Plan include:

- **Renewable Diesel:** Oakland switched 100 percent from using petroleum diesel to cleaner burning renewable diesel, which is produced from waste feedstocks. It offers emissions benefits of up to a 70 percent GHG reduction over petroleum diesel.
- **Hydrogen:** Its two Toyota Mirai-Hydrogen Fuel Cell sedans — used as shared pool vehicles — produce zero emissions while also offering rapid fueling and an impressive 300-mile range.
- **Compressed Natural Gas:** The city has 34 CNG vans and pickup trucks; 17 heavy-duty CNG vehicles, such as street sweepers, refuse trucks and dump trucks; and 68 CNG sedans. Its CNG consumption is about 75,000 gallons per year, which is roughly 13 percent of the total fleet fuel consumption. Oakland is exploring the use of low carbon renewable natural gas, which can provide a negative carbon footprint factor, depending on the feedstock used.
- **Re-refined Motor Oil:** Oakland uses approximately 4,000 gallons of re-refined petroleum lubricants, such as motor oil, each year, which displaces consumption of an equal quantity of virgin refined petroleum oil lubricants.
- **Engine Oil Analysis:** With its engine oil analysis machine, the city can perform onsite testing to determine the optimal engine oil replacement timing based on condition. This reduces regularly scheduled engine oil drains based on time or mileage. This is expected to save several hundred to several thousand gallons of motor oil use each year once the program is fully employed.



From left, Jason Chin, Oakland's fleet compliance coordinator, and Richard Battersby, interim assistant director of Oakland's bureau of infrastructure and operations, check out one of the EV ARC self-contained, solar-powered Level 2 charging stations. Electric cars charged at it will be using 100 percent renewable fuel. (Photo provided)

that while the units are expensive, they also now guarantee that the vehicle being charged at the station is using 100 percent renewable fuel.

He encourages other fleets to do research and uncover what grants, incentives and rebates might be available.

"It's a lot of work," Battersby said of the process. "There are a lot of moving pieces that have to line up."

For the most part, cities can get by with Level 2 chargers just fine. "If you are plugging in over night, Level 1 chargers are a less expensive option, but Level 2 gives more flexibility." Battersby noted in Oakland's case, "They are right at the fence. Employees and visitors can plug in during the day and then they move out and we plug in the city vehicles over night."

Once the electric vehicles were in the fleet, Oakland also focused on its drivers, with Battersby stating, "There is a strong need for driver education. Mostly electric vehicles drive like normal (petroleum sedans), but they are just a bit different in how they drive and handle."

Another part of the training dealt with the actual charging, mainly teaching drivers how to plug in the different types of EVs. "Each electric vehicle is a little different," he said, adding, "We are also training them to plug in so it becomes a habit."

## Annual Fuel Consumption, 700,000 gallons

This 2017 pie chart breaks up the city of Oakland's annual 700,000 gallons of fuel consumption between three fuel types: gasoline, renewable diesel and compressed natural gas. Overall, the city fleet has displaced 11 million gallons of petroleum fuel, eliminating 48,888 tons of greenhouse gas emissions. (Graph provided)

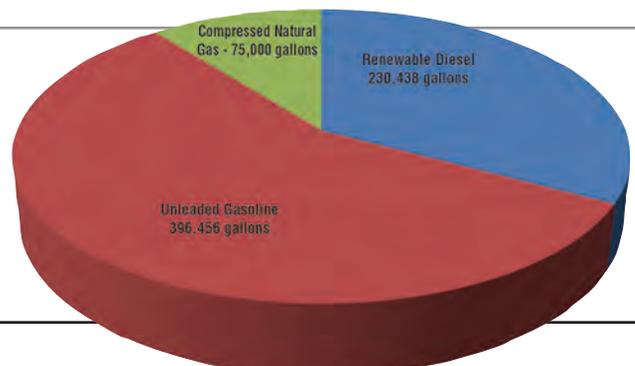


A sign educates citizens on Oakland's electric and hydrogen vehicle programs. (Photo provided)



Interim Assistant Director of the Bureau of Infrastructure and Operations Richard Battersby feels the benefits of solar energy. While the units are expensive, they do guarantee that electric vehicles charged there are using 100 percent renewable energy. (Photo provided)

As to the future of EV use, Battersby said, "Electric vehicles are on the rise. Will they supplant gas vehicles completely? I don't know." What he does know is that every vehicle manufacturer is offering a range of electric vehicle options. "Do it now or get stuck with it later." **M**



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# Ferry connecting Iowa and Illinois becomes necessity during bridge reconstruction

By NICHOLETTE CARLSON | The Municipal

**An extremely important main thoroughfare, the overflow Highway 52 bridge is “the main way across the river from Iowa to Illinois,” stated Chris Lain, mayor of Savanna, Ill.**

It is also “the only highway that travels through Sabula,” added Troy Hansen, Sabula, Iowa’s, mayor.

In order to reduce the inconveniences caused by the reconstruction of the bridge, the cities worked together to get a ferry to run people and vehicles across the Mississippi River seven days a week. A shuttle service was originally offered by the Iowa Department of Transportation, but it was later discontinued due to a lack of interest, particularly after the ferry became operational.

Early on in the project the idea of a ferry was discussed; however, since it was

projected to be a quick, six-week project completed before Memorial Day, a ferry was not financially feasible. When the bridge construction continued to get pushed back for weeks, then months, residents of both Sabula and Savanna began to push for a ferry.

Although an individual can see the other city from the river bank, the only detours available were far out of the way.

“Sabula is the midpoint between Dubuque and the Quad Cities,” Hansen explained. “In order to travel to Illinois, the closest point of crossing over is Clinton, Iowa. In order to get from Sabula to Savanna, one must travel

the nearly 40-mile detour route. This adds about one hour of commute time for a trip that normally takes less than five minutes.”

According to the Iowa DOT, approximately 2,000 people use the roadway daily. Since Sabula is such a small town, many residents work across the river in Illinois or go to Savanna for goods and necessities. Manufacturers also use the bridge to transfer goods and Savanna would frequently lend emergency services assistance to Sabula when necessary.

As residents of both towns began asking for a ferry, state representatives in Iowa got involved. This then caused the Iowa DOT to become involved. “The ferry was put into service through joint efforts between the city of Sabula, the city of Savanna, Iowa DOT, Illinois DOT and the Calhoun Ferry Company,” Hansen mentioned.



**ABOVE:** The Highway 52 overflow bridge leading from Savanna, Ill., to Sabula, Iowa, was demolished for safety reasons and is currently in the process of being rebuilt. The bridge is the most direct route between the two cities. The Iowa Department of Transportation estimates approximately 2,000 people use the bridge each day. (By David L. Vollenweider - Own work, CC BY 3.0, <https://commons.wikimedia.org/w/index.php?curid=22207536>)



**LEFT:** When residents from both Sabula, Iowa, and Savanna, Ill., began to discuss the need for a ferry, the two mayors started working together to solve the problem. Pictured are Savanna Mayor Chris Lain, left, and Sabula Mayor Troy Hansen taking a trip across the Mississippi River on the ferry. The Iowa Department of Transportation ended up taking responsibility for the ferry, paying for the trips back and forth between the cities. (Photo provided by the city of Savanna, Ill.)

Mayor Lain described how they “picked out ferry landing sites on both sides, and then about three weeks later the ferry was operational.” The city of Savanna has seven people on its side who manage traffic control along the river since it has both a recreational and industrial riverfront along with commercial fishermen.

In order to allow cars to pass on a road along the riverfront, Broderick Drive in Savanna had to be widened. Fences also had to be put up along the railroad tracks to keep people from walking along the tracks.

Lain mentioned that Savanna did have to pay for the work that went into its landing site. Both cities were willing to “do whatever is necessary to make this work.” However, the

ferry itself is paid for by the Iowa DOT. All costs and payroll for the employees managing traffic control with the ferry are sent in and reimbursed 100 percent by the Iowa DOT as well.

The cities conducted a survey to determine the best hours for the ferry to run to ensure it was having the greatest impact since the Coast Guard will only allow it to run for 12 hours at a time. It runs from 6 a.m. to 6 p.m. Sunday through Friday and 8 a.m. to 8 p.m. Saturday. Between those times the ferry runs continuously with a trip across the river and back taking approximately 45 minutes. This equals between 13 and 14 trips every day.

The ferry holds approximately 15 vehicles and 80 people. “We get lots of bicycles and

walk on traffic as well,” Lain mentioned. No commercial vehicles are allowed, however. Those who work across the river have learned to line up early in order to get a spot in line. “Especially if you’re someone who works on a Saturday, you need to get there early,” Lain recommended.

In a positive way the ferry has opened up both cities to a variety of tourism opportunities. “This has been a positive influence on the city given the current situation of the bridge construction,” Hansen concluded.

Lain described a couple from England who had heard about the ferry and decided they had to ride it before flying back home. Motorcycles have also frequented the ferry, ▶

particularly during the weekends, for the scenic motorcycle rides on either side of the river.

Since the ferry simply runs continuously for 12 hours, one negative aspect is the inability to specify a set schedule for when it will arrive and leave each day. This can make the last groups lined up who are unable to fit on the ferry difficult to deal with when they must be told to take the detour.

As soon as the bridge reopens and is cleared for vehicle travel, the ferry will leave. If reconstruction of the bridge continues to be pushed back into the cooler months, then the ferry will leave once the river freezes. Currently the bridge is slated to reopen around Labor Day.

"A lot of people fish in the area of the ferry landing. It will remain there but it won't have a specific use," Lain explained. **M**



**ABOVE:** Cars begin to load up onto the ferry leaving from Savanna, Ill., to Sabula, Iowa. Pictured are Bill Hamilton, left, and Chris Lain, mayor of Savanna, Ill. The ferry will remain until the bridge reconstruction is completed or, if it continues to get pushed back, until the river freezes. (Photo provided by the city of Savanna, Ill.)



**LEFT:** With the detours around the bridge reconstruction, a typical five minute trip took an hour or more. The ferry helps to cut that time in half. It can carry up to 15 vehicles and 80 people per trip and runs nonstop for 12 hours a day, seven days a week. (Photo provided by the city of Savanna, Ill.)

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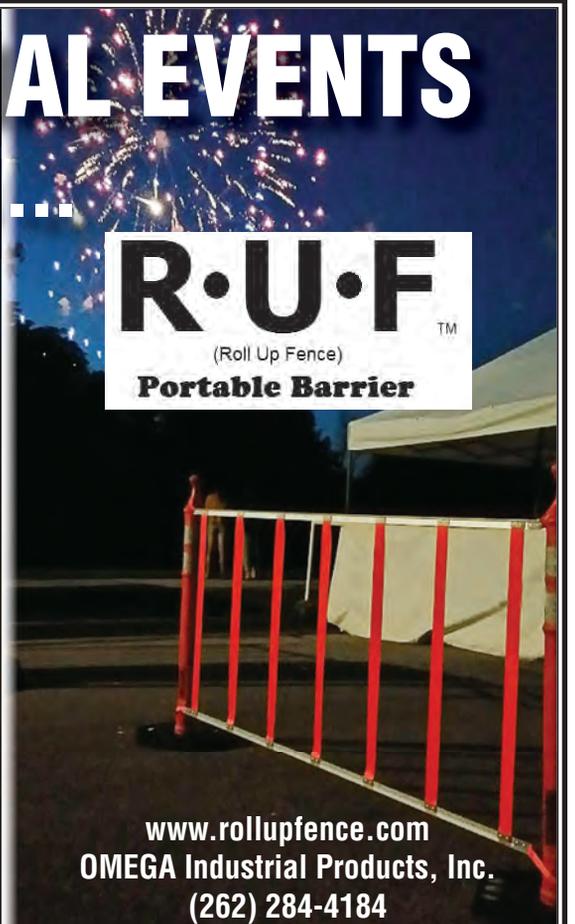
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# A little hamlet with big changes:

## Chappaqua undergoes massive beautification transformation

By ABBEY ESPINOZA | The Municipal

**A** LOT OF LONG-AWAITED GOALS for the little hamlet of Chappaqua — a part of the town of New Castle, N.Y. — is coming to fruition as the summer draws to its conclusion. In the spring of 2017, Boswell Engineering contractors broke ground on a 24-month construction project to beautify and update the streetscapes and sewer systems. It was a decidedly needed undertaking after several years of procrastinating and repairing old, outdated infrastructure.

“You know it’s a very historic community with very old infrastructure and then we have had many, many — almost decades — of repetitive sewer main breaks and water main breaks,” said Adam Brodsky, former deputy town supervisor who is overseeing the project.

While getting everybody to agree on something — especially something this expensive and time-consuming — was certainly an accomplishment in and of itself, the town was able to fully fund the undertaking.

In total, the estimated cost of construction is \$11.6 million. Between community triple A-rated bonds and money saved, New Castle — the hamlet of Chappaqua specifically — fully funded its project.

“This is a project that we’re doing for the next hundred years,” Brodsky said. “Hopefully the infrastructure will last that long and that’s why we’re using high-quality materials — so that we won’t have to do this again soon.”

With the money allocated, the community in support of the project and the crumbling foundational systems in desperate need, contractors got to work.

The water system aspect of the plan included — but was not limited to — removing and replacing more than 1,600 linear feet of cement-lined, ductile iron water main pipes as well as 900-plus feet of connection pipes of varying diameter. It involved installing new valves and hydrants while also providing temporary water services. Construction crews also removed existing ceramic epoxy-lined ductile iron pipe and replaced it. This phase of the construction was completed in December of 2017.



*Adam Brodsky, board member of the Downtown Streetscape Committee and liaison to the New Castle Town Board*



*Residents and visitors were kept up to date on the project through New Castle’s website. Additionally, lamppost banners were hung around the hamlet of Chappaqua’s downtown, encouraging people to support local merchants during the construction. (Photo provided)*

Sanitary and storm sewer systems were also on the agenda. Crews implemented more than 700 feet of sewer laterals, new sewer manholes, castings and covers all while providing the community with temporary sanitary sewer service provisions. The 650-foot storm sewer system drainage trunks — with a diameter of 18 inches — were replaced with 24-inch reinforced concrete piping as well as a new 915-foot twin DIP. Catch basins, frames and grates for the community were also needed. Most recent updates indicate that these systems



*Cars line Chappaqua's newly paved South Greeley Avenue, located in the hamlet's downtown area.*

are in the final stages of construction and should be completed by Labor Day.

Perhaps the most noticeable change in the small downtown area of Chappaqua was the roadway and streetscape beautification, which is still ongoing. Construction crews are resurfacing all the existing asphalt as well as full-depth asphalt pavement replacement in some areas. Traffic signals are being added to previously congested intersections. New granite curbing, concrete patterned and colored sidewalks are also being installed with brick paver trim. Decorative brick crosswalks and bluestones will make walking through the town a little nicer, too. Ornamental LED lighting, refinished benches, new trash receptacles, bike racks, seat walls and fencing will further enhance the town's aesthetic. Finally, an information kiosk with planter boxes, new trees, tree grates and a large, decorative clock solidifies the changes and welcomes the community to its updated historic landscape.

"It's going to be really spectacular," Brodsky said, pointing to the updated pedestrian safety measures and other features being integrated to the downtown area.

The remarkable execution of such a big project may lead other communities to believe that this is an unchallenging endeavor, but the hamlet certainly has had its obstacles. With such a tight space in which to work, roads would need to be closed, large crews would need to squeeze into fragile, historic areas and residents would become upset.

"We mitigated (issues) by doing almost all of the construction in the evenings so that



*Replacing more than 1,600 linear feet of cement-lined, ductile iron water main pipes as well as 900-plus feet of connection pipes of varying diameter was a major part of the infrastructure and streetscape plan. They were replaced with 24-inch reinforced concrete piping as well as a new 915-foot twin DIP. (Photo provided)*



**LEFT:** *In the spring of 2017, New Castle and its hamlet of Chappaqua hosted a ground-breaking for the hamlet's intensive infrastructure and streetscape project. (Photo provided)*

we (didn't) disrupt the businesses downtown or at least minimize it," Brodsky said. "Some of the other issues, though, are that when you do construction at night, it's heavy construction with jackhammers and cutting. Then you're disrupting residents who live in the vicinity who may be trying to sleep."

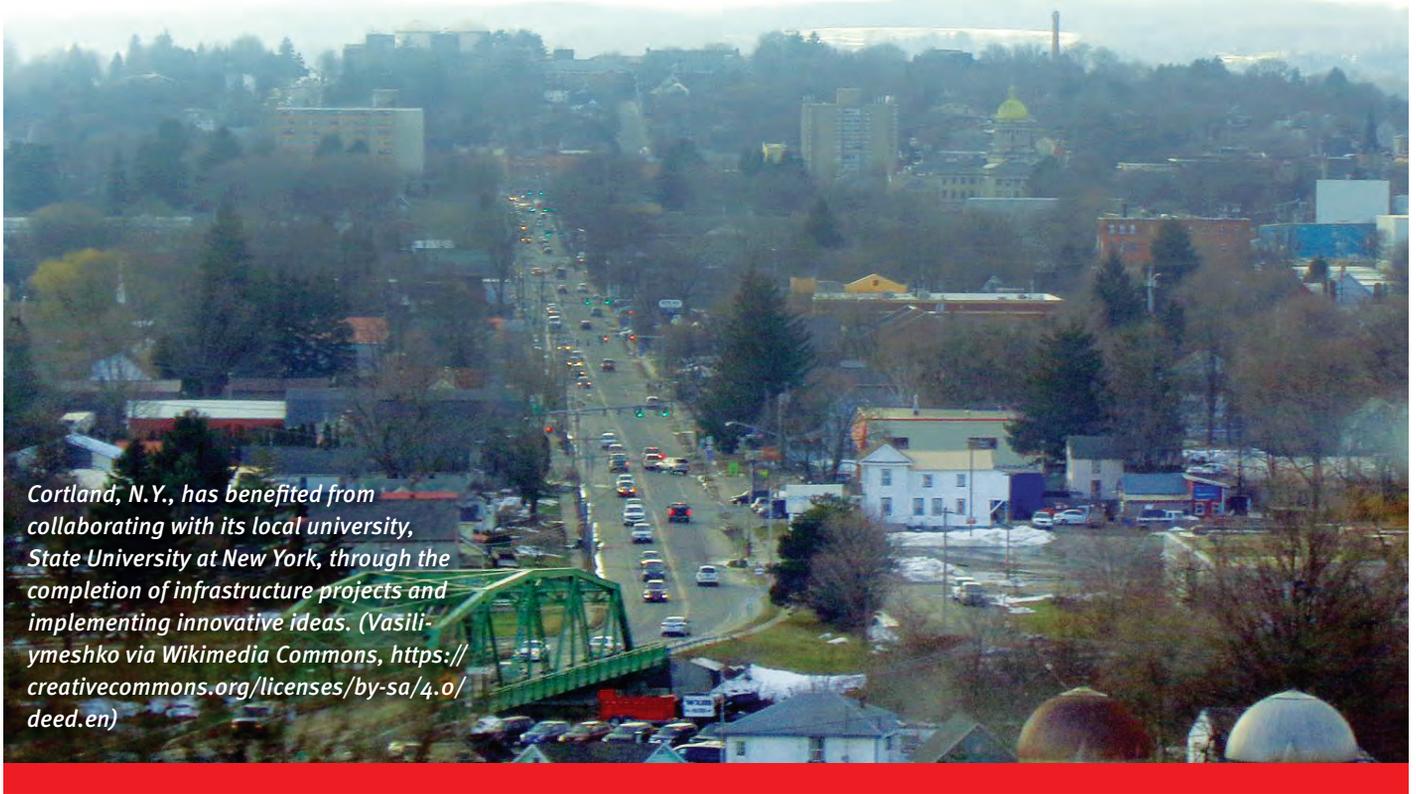
Still, residents find the overall improvements worth the night work. In such a small, sleepy town, construction at night can include closing roads completely. Businesses aren't open late and the crews can work for hours without the need to direct traffic or find strategic routes to worksites. Once the work is completed, businesses will have the pleasure of a pedestrian - and automobile-friendly environment. New crosswalks with new signals, benches and sidewalks will make an already-charming area even more welcoming.

"We created a very large outdoor seating area that's going to have bistro tables and chairs and allow people to congregate there," Brodsky said. "We want to create a sense of community."

The project website on New Castle's webpage includes updates on the construction every other week as well as live maps of the town. New Castle — and the hamlet of Chappaqua, in particular — has a lot to be proud of and to look forward to in the next year. **M**

## On the Web

Learn more about the Chappaqua Infrastructure and Streetscape Project here: [mynewcastle.org/chappaqua-infrastructure-and-streetscape-project/](http://mynewcastle.org/chappaqua-infrastructure-and-streetscape-project/).



Cortland, N.Y., has benefited from collaborating with its local university, State University at New York, through the completion of infrastructure projects and implementing innovative ideas. (Vasiliymeshko via Wikimedia Commons, <https://creativecommons.org/licenses/by-sa/4.0/deed.en>)

# A beautiful partnership benefits city and university

By BARB SIEMINSKI | The Municipal

**Mayor Brian Tobin, of Cortland, N.Y., won't be offended if people call him a Red Dragon. The 1994 graduate proudly sports that designation identifying his alma mater as State University at New York, or SUNY, where he excelled on the men's swimming and diving team, leading Cortland to the 1992-1993 SUNYAC team championship. He was also presented with 11 individual SUNYAC titles.**



Tobin, after earning a master's degree in recreation management from the University of Wisconsin, began coaching the men's and women's swimming and diving teams at SUNY Potsdam for five years, and from there, he became a volunteer

*Cortland, N.Y., Mayor Brian Tobin*

assistant coach and a physical education lecturer at North Carolina State University. In 2002 he took the SUNY Cortland swim coach position where he has been ever since. He later ran for city council in 2008 and then for mayor in 2011, a position he holds today,

*SUNY President Erik Bitterbaum of Cortland, N.Y.*





**ABOVE:** Pictured are the administrative buildings at SUNY Cortland. The university started as the Cortland Normal School and has called Cortland home since 1868. The original campus, located in the downtown area, was destroyed by a fire in 1919. Its present-day campus opened in 1923. (Public ganda via Wikimedia Commons, <https://creativecommons.org/licenses/by-sa/3.0/deed.en>)



**LEFT:** SUNY President Erik Bitterbaum addresses students and members of the community last May in recognition of the course philanthropy and civic engagement: *Learning by Giving*. The class received a grant and spent the spring semester deciding how to split \$10,000 in real money among local charities and organizations. More info on that event is available here: <http://www2.cortland.edu/news/detail.dot?id=79b78339-8b97-4d4d-b579-994af-024eeef>. (Photo provided)

along with his full-time swim coaching and teaching job.

Tobin's pride for his school interlocked with his love for Cortland, and he productively combined the two entities, resulting in a successful partnership with the city and its university.

Last year, the city won an award from a 2017 Regional Economic Development competition, and Cortland will use the \$2 million award to construct new pedestrian and bicycle connections, which includes dual bike lanes, new sidewalks, planted medians, LED lighting, new pavement and beautiful landscaping. Plans were to also completely renovate and rebuild one of the primary routes linking both Cortland's downtown business district and the college with Interstate 81. That stretch of Clinton Street — currently blighted, narrow and in disrepair — would be expanded to include a bicycle lane, helping to decrease traffic congestion by offering an alternative mode of transportation that is popular among college students and employees.

The city also received \$10 million through the state's Downtown Revitalization Initiative for downtown revitalization, which holds an active internship program with local businesses and was instrumental in creating Cortland's Downtown Business Innovation Center.

The partnership between the city and the college has essentially always been there, according to Frederic Pierce, SUNY communications director.

"Cortland was created as a village in 1853 and just 13 years later, village board leaders petitioned the state government to become the home of one of four 'normal schools' — public colleges aimed at educating school teachers to work in New York's various regions," said Pierce.

"The Cortland Normal School began in 1868 and evolved with Cortland over the next century-and-a-half, transforming into a comprehensive university college as the village became a city. Since Cortland's early graduates largely came from the region and returned to it to educate children in the region, the community connection to the college was always close. City neighborhoods surround the campus on three sides, making cooperation essential."

For Tobin, the melding of the city with his beloved university has been a boon.

"Having a visible presence downtown of SUNY will increase its engagement and offer an added benefit to our residents," said Tobin, adding that the SUNY Cortland Institute of Applied Geospatial and Drone Technology Center for Drone Research won part of the \$10 million DRI.

According to Pierce, service learning, which requires volunteer work in the community, has been a part of SUNY Cortland's academic infrastructure for nearly a quarter of a century. Annually the students provide more than 170,000 hours of service in Cortland and surrounding communities.

"This institute is the brainchild of the college's geography department and will focus on helping businesses use information gleaned through drones," said Pierce, adding that the goal was to spark new applications to strengthen city businesses or spark the creation of new companies to benefit the local economy.

The groundwork will be a resource for entrepreneurs and startup companies, leading Cortland to its goal of becoming a hub for geographic information systems, technology implemented for digital mapmaking and drones. ▶

“Any time you can reach professionals in our area — and people at SUNY obviously have a high degree of training — it’s a benefit because it helps when we have people collaborating to make the city a better place for all. Erik Bitterbaum, president of SUNY, and Fred Pierce have been a great asset to this partnership,” said Tobin.

Asked if Tobin had any advice for cities not yet engaged in a college/city partnership, the first thing he recommended was having a discussion with multiple people on campus to get a feel for what the areas of expertise are and to help identify potential opportunities for collaboration.

“I found that sometimes there are formal opportunities between the college and the city, and sometimes there are opportunities for individuals to volunteer and contribute, but sometimes they are not aware unless they are asked,” said Tobin.

Overall benefits to city/college partnerships include universities developing operating programs that test new ideas; contributing to regional economic growth, which is both expected of universities and difficult to achieve; and allowing universities to serve as forums for regional discussions of key issues.

Finally, SUNY Cortland has provided Bitterbaum with a nostalgic remembrance.

“Over my 15 years at SUNY Cortland, I thoroughly enjoy Alumni Weekend, especially the class that is coming back to celebrate their 50th anniversary,” said Bitterbaum. “It has now happened on three occasions where classmates who had lost their spouses in the intervening years



*SUNY President Erik Bitterbaum addresses graduates and their families at the 2018 commencement ceremony in the Park Center Alumni Arena last May. (Photo provided)*

rekindled relationships with former classmates. Through the magic of this weekend, they agreed to see each other in the future, and three marriages have occurred to date. Although a span of 50 years has passed, new love blossomed because of returning to their alma mater.” **M**

An advertisement for National Rent-A-Fence. The background is a chain-link fence with a blurred autumn forest in shades of orange, yellow, and blue. A white rectangular sign is pinned to the fence with four metal fasteners. The sign contains the following text: "NATIONAL" in large red letters, "RENT-A-FENCE®" in blue letters, "800-352-5675" in large red letters, and "rentnational.com" in blue letters.



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*Maytag had been a major employer in Newton, Iowa, for decades, often employing generations of family members. When it left, Newton sought out other companies to fill its void. (Photo provided)*

# Is your anchor industry moving out?

By **BARB SIEMINSKI** | The Municipal

## Picture it.

**Your thriving community is on top of the world—low crime rate, busy downtown foot traffic, great diversified schools and a longtime anchor business drawing in not only residents, but also tourist dollars.**

But what happens when your biggest industry decides to pack its bags and move to another town? Will your city eventually become a ghost town, stripped of its successful economic base?

When a major industry leaves town, the powers-that-be may panic and try to lure a Walmart or big-box electronic company to settle in its town, and some of the time, they're successful... for a few decades until that business too pulls up roots and moves elsewhere. Towns somehow forget to remember that nothing is forever.

Some cities do not fare well when an anchor business leaves. They dry up, with people walking away from their residences and declaring bankruptcy while parking lots sit empty and overgrown. These cities find their tax base, which kept their fire and police departments, roads maintenance and schools running, tanking. Ghost towns would not be an exaggeration for some of these places.

However, with human nature being resilient and optimistic, other cities try again to attract an anchor.

Newton, Iowa, with a population of about 15,200, is a prime example. Maytag had been a major company in the town for a whole century before uprooting itself and leaving. In 2006, Whirlpool bought out the Maytag Corporation and closed out its corporate offices and manufacturing plant by 2007, taking with it 1,750 jobs and excellent benefits and wages.

At one time Maytag had employed more than 4,000 people who worked at both the corporate headquarters and the factory, giving job security to three generations of various families. As a double whammy, the national recession occurred not long after Maytag pulled the plug on Newton.

The community came together after futilely trying to hold onto Maytag, which moved to Ohio and Mexico, and instead looked elsewhere for new businesses.



*Newton City Administrator  
Matt Muckler*



*Newton's Development Specialist  
Craig Armstrong*



*TPI Composites, which also makes wind blades for wind turbines, is one business that has come to Newton since Maytag's departure. It is leasing 100,000 square feet at the previous Maytag Plant 2.*



**ABOVE and BELOW:** *Maytag left behind valuable buildings in ideal locations. Newton turned these buildings into an asset to attract other businesses. (Photo provided)*

“The Newton City Council has partnered with the Newton Development Corporation and industrial economic development services, and NDC has been successful in bringing in new businesses to our community,” City Administrator Matt Muckler said, noting the NDC is the city’s main partner and headed by Executive Director Frank Liebl. “TPI Composite’s new bus body manufacturing facility at the former Maytag Plant 2 is just one example of their successful efforts.”

TPI Composites, which also makes wind blades for wind turbines, is adding 3,350 composite electric bus bodies to its manufacturing program and last November announced that it had entered a five-year supply agreement with Proterra Inc. to provide electric buses from both its Newton and Rhode Island plants starting in the first half of 2018. TPI is leasing 100,000 square feet at the previous Maytag Plant 2, and 300-plus employees are being hired throughout the year.

Maytag, when it left Newton, had good buildings, and with these desirable locations, the city has attracted other businesses. Besides TPI, Newton was successful in tapping Trinity Structural Towers, which makes the actual wind towers for the rotating blades. An added plus was that Newton held on to some of the higher-skilled Maytag engineers who had created their own company and were doing engineering for more than one industry.

Newton’s Development Specialist Craig Armstrong believes that Newton’s greatest asset in times of crisis, such as the loss of the Maytag Corp. in 2007, is “that our citizens strongly believe in the inherent value of our community.”

He added, “When Whirlpool purchased Maytag and moved the corporate headquarters and manufacturing facilities out of state, Newton’s stakeholders didn’t put on ‘sackcloth and ashes’ and wait for the end to come.

“Instead, they got busy, came together to plan our community’s recovery, and began to reimagine Newton without Maytag, looking to employ our strengths of a well-trained workforce and outstanding infrastructure.”

As a direct result of an effective collaboration between the city, Newton Development Corporation, Newton Housing Development Corporation and Newton Main Street, Armstrong said the city has attracted a diverse group of major employers and gained more new jobs in the last 10 years — jobs that were never there prior to Maytag’s departure — than it had lost in 2006-07.



“We are developing new homes and commercial buildings at an ever-increasing rate, and new small businesses — particularly in the retail sector — are opening and thriving,” Armstrong said.

“A good example of this economic revitalization is a quick comparison within the home construction industry. In 2011, Newton issued exactly zero new homebuilding permits. But in the last 12 months, we have platted more new single-family and duplex lots than in the previous 12 years. This remarkable recovery wouldn’t have been possible without that ‘greatest asset,’ however. Which is why we are very confident that Newton’s future is secure as long as our citizens remain committed to this community.”

Fortunately in Marquette, Mich., population 20,570, Chief Financial Officer Gary Simpson noted the city has not had an anchor leave town yet, but he said there is one planning on leaving by the end of 2019.

“Actually, it’s not really leaving but closing down,” Simpson said. “We have anticipated this for a couple years now and have been doing some economic development-type things to help ease the pain, such as utilizing the Brownfield Tax Increment Funding to create jobs, and we have been designated as a SmartZone, which allows us to get funding to establish high-tech jobs. The SmartZone is just now really getting underway.

“For the company that is leaving, the property will require some remediation efforts, which could take a couple of years. So once those efforts are completed, the hope is to get the property developed in some fashion that will create jobs and increase the tax base.”

Simpson also said that Marquette did have a major company — the Marquette General Hospital, which now goes by the name of UP Health System-Marquette — explore the possibility of leaving a couple years ago, but the city was able to work through that, and the company is now building a brand-new location in town. The Brownfield Funding mentioned earlier played a big role in that. ▶

Other smaller developments are taking place, which will help. In fact, Marquette is in the process of selling some city-owned property to developers that will help increase the tax base and create jobs.

"We haven't really brought in any big companies," Simpson said. "We're a small city and are limited as to what we can offer. We are trying to be aggressive in creating jobs and increasing the tax base. But these would be along the lines of small businesses and residential/commercial development. I don't think we stepped on anyone's toes as we try to be mindful of that. But I think for the most part, everyone is aware of what we are trying to do and appear to be pleased with our efforts."

However, if an anchor business would leave Marquette, city officials have a game plan to follow to minimize the loss to the community, and it is one that other cities can follow.

"I would say work with (the company) to see if there is anything we can do to keep them open and keep them here in the city," Simpson said. "If that doesn't work out, then start preparing as far ahead of time as possible by



*Marquette, Mich., has been focusing on economic development to benefit existing businesses and attract new. It has utilized Brownfield Tax Increment Funding to create jobs while also forming a SmartZone to establish high-tech jobs. (Steven Fine via Wikimedia Commons, <https://creativecommons.org/licenses/by-sa/4.0/deed.en>)*

building up reserve funds to soften the blow of the loss of taxes, work with the state and other agencies to see if there is any assistance or grants available to help those who will lose jobs, start putting feelers out to let others know that this property/facility will soon become available and try to get someone else in as quickly as possible after the closure/leaving."

Likewise, Armstrong is focused on the progress of his city and its continuing magnetism to larger businesses.

"Newton's location (30 minutes from downtown Des Moines, right on Interstate 80), education (consistently rated in the top 30 percent of public schools in the state), and recreation (more parks per capita than any city in the U.S. and, of course, Iowa Speedway) make us ideally positioned for growth in both the industrial base and population," Armstrong said. "And it's our job to make sure more folks 'Get to Know Newton!'" 

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# Talent Hub designations open doors

By CATEY TRAYLOR | The Municipal

**Cities across America are facing the same problem: There are ample jobs available for all residents in the community, but residents aren't meeting the basic requirements to fill the positions. The largest contributor to this anomaly? Lack of education, specifically education after high school.**

By the year 2025, more than 60 percent of jobs will require some form of secondary education, whether that be college, trade school or an apprenticeship in a particular field. Currently, 99 percent of available jobs created since the recession go to those with some type of post-high school education.

However, residents of many cities, particularly those with a large population of minorities or with a large socioeconomic class distribution, aren't attaining secondary education.

"It's imperative for municipalities to ensure their workforce is prepared to participate in the workforce and economy of the future, and all data is currently pointing to the fact that the workplace of the future requires some sort of post-high school education," said Lumina Foundation Strategy Officer for Community Mobilization Dakota Pawlicki.

A private foundation based in Indianapolis, Ind., the Lumina Foundation's entire premise is education after high school. Through community mobilization, education and training, the foundation works with communities to form partnerships within their states to improve their education system for residents of that area.

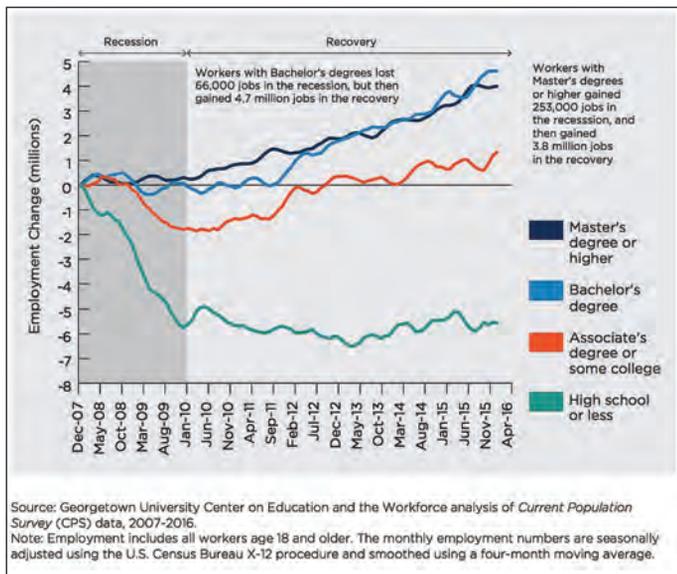
"Sometimes the partnerships are led by chambers of commerce, sometimes nonprofit organizations and sometimes mayors take this



Talent Hub cities span the U.S. Currently, there are 24 U.S. communities with the designation, receiving it for their efforts to ensure residents of all backgrounds receive an education beyond high school. (Photo provided)

on as their personal project," Pawlicki said. "The idea is that these partnerships bring together business, government and education sectors for the common goal of attracting, retaining and developing the workforce that particular community needs."

**LEFT:** *Corpus Christi, Texas, is one city that has been designated as a Talent Hub. One of its goals is to have 60 percent of its population have a post-high school certificate or degree by 2030. (Photo provided)*



*This graph shows how employment changed during and after the Great Recession. Notably, those with bachelor's degrees lost 66,000 jobs in the recession but then gained 4.7 million jobs in the recovery. Those with master's degrees or higher gained 253,000 jobs in the recession and then gained 3.8 million jobs in the recovery. Opportunities for those with a high school degree or less dwindled during and after the recession. (Graph provided)*

According to Pawlicki, there are a number of cities across the country doing a great job of this, and the Lumina Foundation recognizes and offers support to those communities through awarding a Talent Hub designation.

"We realized that we needed exemplars out there in the field," he said. "These are places we as a foundation can point to that are doing exemplary work to improve education outcomes, and places other communities can look to as an example and as a leader to learn from their successes and challenges. That's when Talent Hubs were born."

There are currently 24 Talent Hubs across America. In order to earn the designation, five criteria must be met: strength of partnership health; alignment with local and state-level policy and resources; retainment of individuals who enter the education system; sustainability of programs in planning and practice; and commitment to equity, specifically concerning minority learners.

The foundation provides complimentary funding, technical assistance and practice to each community and partner institution to enact their plans for the future. In order to remain a Talent Hub, communities must demonstrate forward motion and future plans.

"Talent Hubs aren't just setting up new programs — they're bringing together employers, higher education, government and nonprofit stakeholders to create new practices that have a dramatic impact across the entire community," Pawlicki said. "Each of these communities has



*Corpus Christi's Citizens for Educational Excellence Director Janet Cunningham talks about the organization's efforts. CFE has been a major driving force for the Talent Hub designation. (Photo provided)*

a specific goal it's working toward. It's numerical, time bound and relates specifically to the needs of their residents."

Programs can range from direct work with employers to find students through the education system to working with higher education institutions to get students enrolled, or even directly in the workforce to ensure continued educational opportunities for current employees.

The Citizens for Educational Excellence in Corpus Christi, Texas, is a driving force behind the city's Talent Hub designation. The goal of the organization, in alignment with local and state-level goals, is for 60 percent of the population to have a post-high school certificate or degree by 2030.

Currently, the workforce has ample jobs available but few candidates to fill them. Working with local schools and focusing most programs on adults with no college degree, Executive Director Janet Cunningham has seen firsthand the impact education has on a community.

"Twenty-five percent of our city's population is comprised of adults without a college degree," Cunningham said. "We have great jobs but don't have the workers to fill them. They need skills, certificates and degrees. Getting people to understand that the jobs are here and getting them on track to earning those positions is our main goal."

Through a multitude of partnerships across the city built in the last decade, Cunningham and her team are able to make great strides in adult educational efforts, and the Talent Hub designation has been immensely helpful.

"Having that designation has been a great experience because it shows our community and business leaders that we're doing the right thing," she said. "It's opened some doors for us, in people wanting to work with us and get on board with what we're doing for the community."

The most important part, Cunningham said, is coming together as a community for a common cause.

"We as a community need to support our own population," she said. "Businesses shouldn't have to look outside of our own city or state to find workers, and everything that has happened in our city in the last eight years is testament to that. This has all happened because people have put aside their differences to move these programs forward, and our city is thriving because of that." 

# Boca Raton streamlines its fleet purchases with cooperative purchasing

City leaders create efficiency with familiar choices and cooperative purchasing source





**Su Breslow, fleet contract administrator for the city of Boca Raton, Fla., understands the equipment procurement process, working closely with the city's purchasing division to manage a fleet of 1,000 vehicles ranging from automobiles to heavy equipment.**

Breslow is responsible for the procurement of vehicles for all of Boca Raton's public departments, including utility services, municipal services, recreation, and sanitation services.

For Breslow, Sourcewell contracts are a helpful tool to evaluate equipment costs and features. The process also offers competitively solicited pricing through the contract.

The Sourcewell contract is structured so that participating agencies can review the awarded contract, the equipment options, and the awarded pricing.

In addition to evaluating cost and equipment options to make the best investment for the city, Breslow works with the end users of each department to gather feedback on their equipment.

"It's been a positive experience," Breslow said of working through Sourcewell. "The contract includes a wide variety of vehicles and equipment to choose from depending on the scope of what you're looking for."

Learn more about Sourcewell and Altec at [sourcewell-mn.gov](http://sourcewell-mn.gov). 

*Boca Raton Fleet Contract Administrator Su Breslow says Sourcewell contracts are a helpful tool. (Photo provided)*

#### **About Sourcewell**

Sourcewell (formerly National Joint Powers Alliance) is a self-supporting government organization, partnering with education, government and nonprofits to boost student and community success. Created in 1978 as one of Minnesota's nine service cooperatives, it offers training and shared services to our central-Minnesota members. Throughout North America, Sourcewell offers a cooperative purchasing program with over 200 awarded vendors on contract. Sourcewell is driven by service and the ability to strategically reinvest in member communities.

For a complete list of all upcoming events, visit [themunicipal.com/events](http://themunicipal.com/events).

To list your upcoming conference or seminar in The Municipal at no charge, call (800) 733-4111, ext. 2307, or email the information to [swright@the-papers.com](mailto:swright@the-papers.com).

## SEPTEMBER

### Sept. 12-14 Iowa League of Cities 2018 Annual Conference and Exhibit

Mid-America Center, Council Bluffs, Iowa  
[www.iowaleague.org](http://www.iowaleague.org)

### Sept. 12-14 League of California Cities' 2018 Annual Conference and Expo

Long Beach Convention Center, Long Beach, Calif.  
[www.cacities.org/Education-Events/Annual-Conference](http://www.cacities.org/Education-Events/Annual-Conference)

### Sept. 12-14 Utah League of Cities and Towns 2018 Annual Conference

Salt Lake City Sheraton Hotel, Salt Lake City, Utah  
[www.ulct.org](http://www.ulct.org)

### Sept. 13-15 Nevada League of Cities and Municipalities Annual Conference 2018

Winnemucca Inn & Gold County Inn, Winnemucca, Nev.  
<http://nvleague.com/site-page/annual-conference>

### Sept. 13-15 North Dakota League of Cities 2018 Annual Conference

Grand Forks Alerus Center, Grand Forks, N.D.  
[www.ndlc.org/223/Annual-Conference](http://www.ndlc.org/223/Annual-Conference)

### Sept. 16-19 Southeast Governmental Fleet Managers Annual Meeting

Embassy Suites & North Charleston Convention Center, North Charleston, S.C.  
[www.sgfma.org](http://www.sgfma.org)

### Sept. 16-19 Missouri Municipal League Annual Conference

Branson Convention Center, Branson, Mo.  
<https://mocities.site-ym.com>

### Sept. 17-20 2018 Kentucky League of Cities Conference and Expo

Louisville Marriott Downtown, Louisville, Ky.  
[www.klc.org/news/5388/2018-KLC\\_Conference\\_\\_Expo\\_-\\_Small\\_Changes,\\_BIG\\_IMPACT!](http://www.klc.org/news/5388/2018-KLC_Conference__Expo_-_Small_Changes,_BIG_IMPACT!)

### Sept. 19-22 North Carolina League of Municipalities' CityVision 2018

Hickory, N.C.  
[www.nclm.org](http://www.nclm.org)

### Sept. 20-22 Michigan Municipal League Convention

Holland, Mich.  
<http://blogs.mml.org/wp/events/>

### Sept. 20-22 Illinois Municipal League Annual Conference

Chicago Hilton, Chicago, Ill.  
[conference.impl.org](http://conference.impl.org)

### Sept. 23-26 ATPA Annual Meeting

Omni Nashville, Nashville, Tenn.  
[www.aptam.com](http://www.aptam.com)

### Sept. 23-26 2018 ICMA Annual Conference

Baltimore, Md.  
<https://icma.org/2018-icma-annual-conference>

### Sept. 24-26 2018 Midwest Green Fleets Forum and Expo

Marriott University, Columbus, Ohio  
[www.cleanfuelsohio.org](http://www.cleanfuelsohio.org)

### Sept. 24-26 NCSFA 2018 State Fleet Managers Workshop

Astor Crowne Plaza, New Orleans, La.  
[www.ncsfa.wildapricot.org/event-2878465](http://www.ncsfa.wildapricot.org/event-2878465)

### Sept. 24-26 F.I.E.R.O. Fire Station Design Symposium

Sheraton Raleigh Hotel, Raleigh, N.C.  
[www.fierofirestation.com](http://www.fierofirestation.com)

### Sept. 24-28 Ohio Association of Emergency Vehicle Maintenance and Repair Program

Ohio Fire Academy, 8895 E. Main St., Reynoldsburg, Ohio  
[www.oaevt.org](http://www.oaevt.org)

### Sept. 25-27 NRPA 2018 Annual Conference

Indiana Convention Center, Indianapolis, Ind.  
[www.nrpa.org/conference/](http://www.nrpa.org/conference/)

### Sept. 26-28 Montana League of Cities and Towns 87th Annual Conference

Clarion Inn and Copper King Hotel & Convention Center, Butte, Mt.  
[www.mtleague.org/annual-mlct-conference/](http://www.mtleague.org/annual-mlct-conference/)

### Sept. 27-29 League of Oregon Cities 93rd Annual Conference

Hilton Eugene, Eugene, Ore.  
[www.orcities.org](http://www.orcities.org)

### Sept. 29-Oct. 3 WEFTEC 2018

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

### Sept. 30-Oct. 2 Virginia Municipal League Annual Conference

Hampton Roads Convention Center, Hampton, Va.  
[www.vml.org](http://www.vml.org)

### Sept. 30-Oct. 3 IEDC 2018 Annual Conference

Atlanta, Ga.  
[www.iedcevents.org/Atlanta/index.html](http://www.iedcevents.org/Atlanta/index.html)

### Sept. 30-Oct. 3 ARTBA National Convention and Dr. J. Don Brock Transovation Workshop

Westin Times Square, New York, N.Y.  
[www.artba.org](http://www.artba.org)

## OCTOBER

### Oct. 2-3 Sustainable Communities 11th Annual Conference

Grand River Center, Dubuque, Iowa  
[www.gscdubuque.com](http://www.gscdubuque.com)

### Oct. 2-4 Aim Ideas Summit

French Lick, Ind.  
<https://aimindiana.org/members/events/ideas-summit/>

### Oct. 3-4 Vermont League of Cities & Towns TownFair 2018

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## BOSS launches new plows and accessories for snow removal

**IRON MOUNTAIN, MICH.** — BOSS Snowplow expands its snow and ice removal arsenal to help professionals prepare for the upcoming winter storm season. Now available, the durable, rubber-edged SK-R collection offers quieter plowing operation and protection to sensitive surfaces. Backdrag edges are now available for even more plow models, including 8-foot and 10-foot box plows and XT V-plows. Also now available in V-plow accessories are urethane cutting edges to help snowplow owners increase efficiency and profitability in every situation. Available for the first time in stainless steel, plow professionals now have another powerful option in the XT plow collection with optional plow wings, also in stainless steel.

“BOSS listens to our customers’ needs and challenges, and one of the things we’ve learned is that snowstorms and snow customers can be very different from the Northeast to the Midwest and from (department of transportation) and commercial jobs to residential and (homeowner association) work,” said Mark Klossner, marketing vice president for BOSS Snowplow. “A wide variety of plow types, materials and accessories are necessary, and we continue to grow our product line to meet the business needs of all snow and ice professionals.”

For more information on product features and the quality, durability and warranty of the BOSS brand, find your local dealer or visit [www.bosspow.com](http://www.bosspow.com). See the full press release at [http://boss.new-media-release.com/New\\_Products/index.html](http://boss.new-media-release.com/New_Products/index.html).

## Sourcewell recognized for excellence in public procurement

**STAPLES, MINN.** — For the third year in a row, Sourcewell, formerly National Joint Powers Alliance, took on the rigorous application process for the prestigious Achievement of Excellence in Procurement award from the National Procurement Institute Inc. And, for the third year in a row, Sourcewell successfully earned the distinction.

The annual AEP Award is earned by public organizations throughout the United States and Canada demonstrating excellence by obtaining a high score based on standardized application criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement and leadership attributes of the organization.

“NPI is one of the most respected organizations in our industry,” said Dr. Chad Coquette, Sourcewell executive director/CEO. “It really sets the bar for public procurement entities as far as excellence, industry best practices, commitment to continuous improvement and professionalism. Sourcewell is humbled to be a recipient and we remain committed to surpassing the expectations of our over 50,000 member organizations looking to us for procurement solutions.”

“We are honored to be a repeat recipient,” said Jeremy Schwartz, Sourcewell director of operations and procurement/chief procurement officer. “To be recognized by NPI along with high-performing organizations like the New York State Office of General

Services — Procurement Services, county of San Diego, the city of Red Deer (Alberta, Canada), California State University and several others affirms our commitment to continuous improvement and eagerness to set and achieve organizational benchmarks as we serve government, education and nonprofit entities.”

## Nine vendors awarded fire equipment contracts through Sourcewell

**STAPLES, MINN.** — Public entities’ access to firefighting equipment has increased exponentially with the addition of nine vendors in the firefighting apparatus, related equipment, accessories and supplies category to an arsenal of existing options at Sourcewell.

Sourcewell, formerly NJPA, a national cooperative purchasing organization, awarded the contracts following a nationwide competitive solicitation process. Equipment offered through the category include custom fire chassis, demo/stock units, aerial units, pumpers, rescue vehicles, tankers, aircraft rescue firefighting equipment, custom emergency vehicles, customizable apparatus and more.

“We’re proud to offer our members solutions through these high-caliber fire apparatus manufacturers,” said Kelly McAllister, Sourcewell contract administration supervisor. “Through these contracts, our members can find fire apparatus for everything from tenders to aerials, and even wildland and ARFFs. These contracts are designed to meet the needs of any fire department across the US and Canada, whether these agencies are from cities, counties, special districts, airports, states, or provinces.”

Purchasing off a cooperative contract streamlines the procurement process for public entities resulting in a savings of time and money, McAllister added.

Effective April 16, 2018, the contracts are available to all Sourcewell members throughout the United States and Canada.

### Vendor, Contract, Equipment/Supplies

- **E-One, Inc 022818-EOI**  
Quick attack units, industrial apparatus, aircraft rescue firefighting vehicles.
- **Maxi-Metal 022818-MAX**  
Customizable pumper, wildland and rescue apparatus, choice of chassis platform.
- **Pierce 022818-PMI**  
Custom/commercial pumper products, aerial/rescue/tanker products, specialty vehicles.
- **P.L. Custom Body and Equipment 022118-PLC**  
Custom emergency vehicles, ambulances, Body Remounts.
- **Rosenbauer America 022818-RSB**  
Demo/stock units, tankers, industrial, aircraft rescue firefighting.
- **Spartan Motors 022828-SPR**  
Custom/commercial chassis, specialty apparatus, water tenders.
- **Sutphen 022818-SUT**  
Custom fire apparatus, heavy rescue trucks, commercial/rescue pumpers.
- **Toyne 022818-TOY**  
Aerials, pumper/tankers, elliptical tankers.
- **Hackney 022818-VTH**  
Custom body and trailer solutions for fire, rescue, and law enforcement, special operations response vehicles. 

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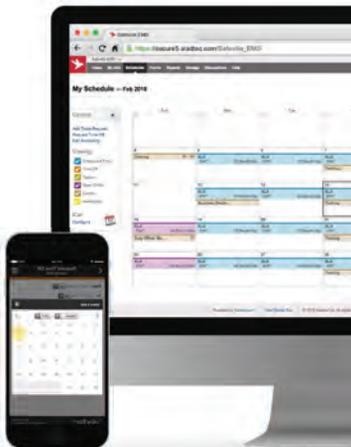
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# 2018's safest states in America

WalletHub has crunched the numbers and compared all 50 states across 48 key safety indicators, which were grouped into five different categories, to uncover the safest states in America. Its website states, "Our data set ranges from assaults per capita to unemployment rates to total loss amounts from climate disasters per capita."

While no place is completely immune to danger, Vermont was deemed the safest state in the U.S., with it scoring fairly well in all five categories: personal and residential safety; financial safety; road safety; workplace safety; and emergency preparedness.

The other top 10 states are as follows:

Rank	State	Total Score	Personal & Residential Safety Rank	Financial Safety Rank	Road Safety Rank	Workplace Safety Rank	Emergency Preparedness Rank
1	Vermont	66.02	2	3	9	17	9
2	Maine	65.41	4	8	14	11	3
3	Minnesota	61.86	11	7	1	2	22
4	Utah	61.39	21	10	6	4	2
5	New Hampshire	61.37	7	4	20	38	6
6	Connecticut	61.30	1	22	27	22	17
7	Rhode Island	61.12	5	21	3	24	11
8	Hawaii	59.42	12	6	39	19	5
9	Massachusetts	59.21	8	9	7	31	10
10	Washington	58.52	32	12	4	3	7

Source: [wallethub.com/edu/safest-states-to-live-in/4566](http://wallethub.com/edu/safest-states-to-live-in/4566)

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**If You Purchased Liquid Aluminum Sulfate In The United States Directly From A Defendant From January 1, 1997 Through February 28, 2011,  
You Could Be Affected By A Proposed Class Action Settlement**

*Please read this entire Notice carefully. This Settlement may affect your rights.*

YOU ARE HEREBY NOTIFIED, pursuant to Rule 23 of the Federal Rules of Civil Procedure and an Order of the United States District Court for the District of New Jersey, that the class action lawsuit captioned *In Re: Liquid Aluminum Sulfate Antitrust Litigation*, Civil Action No. 16-md-2687 (JLL) (JAD) (“Action”) has been preliminarily certified as a class action for the purposes of settlement only and a proposed partial settlement of the Action (“Settlement”) has been reached. The Settlement is between Direct Purchaser Class Plaintiffs<sup>1</sup> and settling defendants GEO Specialty Chemicals, Inc. (“GEO”), Kenneth A. Ghazey and Brian C. Steppig (the “GEO Settling Parties”). GEO has agreed to pay, on behalf of itself and the GEO Settling Parties: (i) \$10,796,800 in cash and (ii) up to \$13,527,400 from a sale of all or substantially all of GEO’s equity interests, a merger of GEO and another entity, or a sale of all or substantially all of GEO’s assets (collectively, a “Sale”), EBITDA-based payments, and/or shareholder dividends. The GEO Settling Parties have also agreed to provide certain cooperation measures in Direct Purchaser Class Plaintiffs’ ongoing litigation efforts against the non-settling defendants. **The Settlement does not release any claims of Direct Purchaser Class Plaintiffs and the other members of the Direct Purchaser Settlement Class (as defined below) against any other Defendant in the Action and litigation against those Defendants is ongoing.**<sup>2</sup>

**WHAT IS THIS LAWSUIT ABOUT?**

The lawsuit claims that the GEO Settling Parties participated in a conspiracy – with other Defendants in the Action and unnamed co-conspirators – to allocate territories and/or to not compete for each other’s historical business by rigging bids, allocating customers, and fixing, stabilizing, and maintaining the price of liquid aluminum sulfate (“Alum”) sold in the United States from January 1, 1997 to at least February 28, 2011 in violation of the federal antitrust laws. The GEO Settling Parties deny all of Direct Purchaser Class Plaintiffs’ claims and deny all wrongdoing. The Court has not made any decision on the merits of Direct Purchaser Class Plaintiffs’ claims against the GEO Settling Parties because the parties have agreed to settle the claims. On July 19, 2018, the Court granted preliminary approval of the Settlement.

**AM I A MEMBER OF THE DIRECT PURCHASER SETTLEMENT CLASS?**

The Direct Purchaser Settlement Class consists of all persons or entities that purchased Alum in the United States directly from a Defendant from January 1, 1997 through February 28, 2011. Excluded from the Direct Purchaser Settlement Class are (1) Defendants and their respective parents, subsidiaries, and affiliates, and (2) any Direct Purchaser Settlement Class Members who timely and validly elect to be excluded from the Direct Purchaser Settlement Class.

**WHAT DOES THE SETTLEMENT PROVIDE?**

In accordance with the terms of the Settlement, GEO, on behalf of itself and the GEO Settling Parties, has agreed to: (i) pay a total of \$10,796,800 in cash; (ii) pay up to \$13,527,400 from a Sale, EBITDA-based payments, and/or shareholder dividends; and (iii) provide certain cooperation measures in the ongoing litigation of the Action against the non-settling Defendants. The foregoing monetary amounts and any accrued interest are referred to herein as the “Settlement Funds.” If you are a Direct Purchaser Settlement Class Member and do not request exclusion from the Direct Purchaser Settlement Class, you may be eligible to receive a payment from the Settlement Funds. Every Direct Purchaser Settlement Class Member who submits a valid claim will receive their pro rata share of the Settlement Funds based on: (1) the Direct Purchaser Settlement Class Member’s eligible purchases of Alum; (2) the total money available to pay claims; (3) the total dollar value of all valid claims submitted; and (4) the cost of settlement administration and notice and Court-awarded attorneys’ fees and expenses. Interim DPP Lead Counsel will seek an award of attorneys’ fees up to 33.3% of the total consideration made available to the Direct Purchaser Settlement Class to compensate all of the lawyers and their law firms that have worked on this Action since its inception. Interim DPP Lead Counsel will also seek reimbursement of the costs and expenses advanced on behalf of the Direct Purchaser Settlement Class, and up to \$40,000 for each of the Direct Purchaser Class Plaintiffs. All Court-awarded attorneys’ fees, expenses and case contribution awards will be paid from the Settlement Funds. Interim DPP Lead Counsel’s application for attorneys’ fees, expenses and case contribution awards will be available for review on the Settlement website, [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com), once it is filed with the Court on or before September 17, 2018.

**HOW DO I RECEIVE A PAYMENT FROM THE SETTLEMENT?**

To qualify for a payment, you must complete and submit a valid Claim Form, available at [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com). Be sure to provide all of the information the Claim Form requests, sign it, and mail it by first-class mail, or submit it online at [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com), **postmarked or received no later than December 17, 2018**, to: Liquid Aluminum Sulfate Antitrust Litigation – GEO Direct Purchaser Settlement, c/o Settlement Administrator, P.O. Box 30097, Philadelphia, PA 19103. If the Court approves the Settlement, the Settlement Funds will be distributed, on a pro rata basis at a later date, to Direct Purchaser Settlement Class Members who submit valid and timely Claim Forms. If you have any questions regarding your eligibility to participate in the Settlement or need assistance completing your Claim Form, please contact the Court-appointed Settlement Administrator, at the above address or by calling 1-855-338-6128.

**CAN I EXCLUDE MYSELF FROM THE DIRECT PURCHASER SETTLEMENT CLASS?**

If you want to keep the right to sue or continue to sue the GEO Settling Parties about the legal issues in this case, then you must exclude yourself from the Direct Purchaser Settlement Class. **If you exclude yourself, you will not get any payment from the Settlement.** To exclude yourself, you must send a letter to the Settlement Administrator, **postmarked no later than October 2, 2018**, stating that you want to be excluded from the Direct Purchaser Settlement Class. The mailed notice and the Settlement website, [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com), have instructions regarding how to request exclusion.

**HOW DO I OBJECT TO THE SETTLEMENT?**

You can object to the Settlement, plan of distribution, or the request for attorneys’ fees, expenses, and case contribution awards if you are a Direct Purchaser Settlement Class Member and have not requested exclusion. To object, you must file your written objection and any supporting materials with the Court and mail copies to counsel, **postmarked no later than October 2, 2018**. The mailed notice and the Settlement website, [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com), have instructions regarding how to object.

**WHAT IF I DO NOTHING?**

If you do nothing, you will not receive a payment from the Settlement Funds, but you will remain in the Direct Purchaser Settlement Class, and you will be bound by the releases regarding the claims in this case as set forth in paragraphs 15-16 of the Settlement Agreement, available in its entirety on the Settlement website, [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com). **The only way to qualify for a payment from the Settlement is to submit a Claim Form.**

**WHO REPRESENTS ME?**

The Court appointed James E. Cecchi, Esq. of Carella, Byrne, Cecchi, Olstein, Brody & Agnello, P.C. as Interim DPP Lead Counsel to represent the Direct Purchaser Settlement Class. If you want to be represented by your own lawyer, you may hire one at your own expense.

**WHEN WILL THE JUDGE DECIDE WHETHER TO APPROVE THE SETTLEMENT?**

The Court will hold a final fairness hearing to decide whether to approve the terms of the Settlement at **10:00 a.m. on November 14, 2018**, at the Martin Luther King, Jr. Building & U.S. Courthouse, 50 Walnut Street, Newark, New Jersey 07101. If there are objections, the Court will consider them but may still approve the Settlement. You may appear at the hearing, but you are not required to do so. The hearing may be rescheduled without notice to the Direct Purchaser Settlement Class, so if you plan to attend, please periodically check the Settlement website for any updates.

**This notice is only a summary. For more information regarding this lawsuit and the Settlement, visit [www.LiquidAluminumDirectSettlement.com](http://www.LiquidAluminumDirectSettlement.com).**

<sup>1</sup> Director Purchaser Class Plaintiffs are Central Arkansas Water; City of Charlotte, North Carolina; City and County of Denver, Colorado, acting by and through its board of Water Commissioners; Flambeau River Papers, LLC; City of Greensboro, North Carolina; Mobile Area Water and Sewer System; City of Rochester, Minnesota; City of Sacramento, California; SUEZ Water Environmental Services Inc.; SUEZ Water New Jersey Inc.; SUEZ Water Princeton Meadows Inc.; SUEZ Water New York Inc.; SUEZ Water Pennsylvania Inc.; and City of Texarkana, Arkansas and City of Texarkana, Texas, d/b/a Texarkana Water Utilities.

<sup>2</sup> The defendants are General Chemical Corporation, General Chemical Performance Products, LLC, General Chemical LLC, GenTek Inc., Chemtrade Logistics Income Fund, Chemtrade Logistics Inc., Chemtrade Chemicals Corporation, Chemtrade Chemicals US, LLC, Chemtrade Solutions, LLC, C&S Chemicals, Inc., GEO Specialty Chemicals, Inc., USALCO, LLC, Kemira Chemicals, Inc., Southern Ionics, Inc., American Securities, LLC, Frank A. Reichl, Brian C. Steppig, Vincent J. Opalewski, Alex Avraamides, Amita Gupta, Kenneth A. Ghazey, Milton Sundbeck, Matthew LeBaron and Scott Wolff (collectively, “Defendants”).



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