Pumps You Can Trust
For Over 75 Years

Griffin Pump & Equipment, Inc.
5306 Clinton Drive • Houston, TX 77020
Call: (713) 671-7000 or Toll Free: (866) 770-8100
Email: gpe@griffinpump.com
www.griffinpump.com
LEADERSHIP AND MANAGEMENT

INSIDE APWA

2 President’s Message
6 Technical Committee News
8 Americans attending Congress in Toronto
10 Chas Jordan, PWE: The APWA Donald C. Stone Center’s first Public Works Executive graduate
12 A simple system protects a historical school building from future flood damage
15 Diversity: The misconception
16 Where do public works leaders come from?
18 Recognize Your Leaders

COLUMNS

5 Washington Insight
20 Imagination to Innovation
22 Core Competencies for a Public Works Leader
46 Ask Ann

FEATURES

24 Leading in crisis
28 Improving performance
30 Recruiting and selecting from a talent pool: is it sink or swim?
32 Genghis Khan and succession planning
34 Orientation, training, mentoring and professional development
37 Developing a talent pool
39 Achieving high performance and retention
43 Bernalillo County unveils “VOSS” and “CORR”

MARKETPLACE

48 Products in the News
50 Professional Directory

CALENDARS

19 Education Calendar
52 World of Public Works Calendar
52 Index of Advertisers
A PWA is “on the move” and as an organization our future has never looked brighter. As I take the time to reflect back on my own career, I am continually amazed by the significant advancements we have made in public works. Like most other things in life, these achievements did not just “happen”; they occurred because of the vision, dedication and opportunities created by leaders within our profession.

Not that long ago, success as a leader in many public works organizations was oftentimes gauged primarily on an individual’s technical abilities. While this seemed to be fairly effective for the times, leadership in today’s world is much more complex and requires a “multi-dimensional” skill set. Since many of the “real world” attributes to become an effective leader cannot always be obtained in the conventional education system, development of these opportunities becomes a critical component for organizations wishing to develop future leaders. It is rewarding as your President to be able to report that APWA has done a tremendous job of strategically positioning ourselves in the ability to offer effective leadership and training opportunities for all levels in our profession.

While leadership skill sets can be acquired, success in becoming an effective leader can oftentimes center on the “self-awareness” of the individual who is pursuing their respective goals. To the best of my knowledge, I do not recall ever encountering a “perfect” leader in our line of work. There are some that may consider themselves in that category, but the highly effective ones typically have some fairly enlightening “war stories” when reflecting on some of the challenges they have encountered. While they may have overcome some of their natural deficiencies, somewhere along the way they were provided with some opportunities to enhance their skills.

When talking about opportunities, it would be hard to not highlight the APWA Donald C. Stone Center for Leadership Excellence in Public Works. This is a shining testament to the vision and long-term educational dedication of APWA. While many organizations focus primarily on training for those in higher level managerial positions, the DCS Center is designed for all public works professionals. Whether you are a front-line supervisor seeking practical information about the unique challenges that you may one day encounter or a seasoned executive wishing to pursue advanced skills with a mentor, this program was designed for all public works professionals. Not willing to rest on our laurels, this Center is in a continual enhancement mode and will offer countless opportunities well into the future.

While the Donald C. Stone Center has taken “center stage” recently, I

APWA: The future is looking bright

Edward A. Gottko, PWLF
APWA President
would be remiss to not mention the APWA Leadership Institutes. This APWA-based educational program is offered by individual chapters who wish to pursue training opportunities for their members. Countless hours of hard work and effort have been put into the development of these highly effective modules. The program consists of various core topic areas which account for a minimum of 90 hours of instruction. While many of the Institutes have a traditional classroom-style instruction format, some chapters have elected to also develop web-based programs. With the numerous aspects and interest in the program, a Public Works Institutes Task Force was recently developed to review and provide recommendations regarding the standards and renewal process for the future. With one of the requirements of the DCS Leadership and Management career path requiring completion of an approved Institute, it is important to ensure the continued success of these programs.

While programs like these are vital to our success, another area of critical importance that I would like to address is engaging the young professionals in our organization. Providing opportunities to involve these future leaders is paramount not only for the future of APWA but also in ensuring that we are meeting current educational expectations. Far too often it seems that struggling organizations shut out the ideas and input of young professionals and instead place all of their focus on the more seasoned “grey-haired folks” for direction. While having a “couple” of grey hairs myself I fully understand and welcome the younger members’ commitment to be involved. If we do not embrace this participation, this generation of professionals will seek out other opportunities where they feel their skills and input will be valued. This is the reality of the generational differences that you hear about every day. Believe it, as it is not just a theory.

In an effort to promote the development of aspiring young professionals, APWA has established the Emerging Leaders Academy. This year-long program provides participants with intensive leadership and management-level training. It encourages professional growth through a strong network of peers, and offers an in-depth introduction to APWA at the national, chapter and branch levels. To take APWA’s level of commitment a step further, many of the past graduates have been asked to serve on an APWA Technical Committee. One recently-appointed Technical Committee Chair stated that one of the primary reasons they agreed to assume the role of Chair of their respective committee was...
the high level of energy and new ideas these individuals bring to the table. While they acknowledged the tremendous strength of having seasoned professionals on their team, the dynamics of having the Emerging Leaders on the team provides additional insight to many of the issues the committees deal with.

When talking about the dynamics that young professionals bring to the table, it is hard not to mention technology. While you can “teach an old dog new tricks” this group seems to have been born with a natural ability to embrace the rapid technological advancements that our profession gets thrown at us every day. While Twitter, Facebook, LinkedIn and Snapchat can be somewhat “Greek” to a Baby Boomer, to a Millennial they are second nature. With the rapid deployment of new technology we need to engage young professionals in helping to guide and shape our future.

So who at APWA is providing valuable input and guidance in many of these areas—the APWA Leadership and Management Committee? This well-rounded group of professionals is highly involved with many of the educational aspects of our organization. While very energetic and capable, they are a fairly small group. Due to this, and the vast amount of work to be accomplished, one of the primary goals they have for the future is to provide opportunities for APWA members to get involved in helping with leadership and management-related endeavors. Getting more members involved is also one of my major priorities. While it is not possible to assign everyone to a committee, there are still numerous ways to provide input and assistance. If you have an interest, let someone at APWA know and they will point you in the right direction.

A good example of this is the Leadership and Management Knowledge Team. Volunteers on this group may be asked to submit educational articles, review educational documents for content, or provide other types of technical assistance for the L&M Committee. Requests for assistance are sent out and interested individuals can always help out where needed. Another group that the committee is actively promoting is the Leadership and Management Facebook Group. There is a lot of work to be done in the areas of leadership and management to keep APWA on track. If you have the desire to get involved with this committee, please consider volunteering. Having the assistance of teams like these will be a tremendous benefit to the membership.

Along with internal training opportunities APWA has partnered with Award-Winning Change Agent Ian Hill to bring in an outside perspective. This training, designed specifically for the public works sector, offers agencies the flexibility to train staff on three distinct levels: Directors, Emerging Leaders, and Front-Line staff. Going back to a DSC Center goal, this training also involves all levels of staff. Ian has a very effective way of getting important messages across to all levels of staff. Stay tuned for more of these types of opportunities in the future.

Last, but not least, I want to mention the staff at APWA. This group of professionals does an outstanding job in all areas associated with operating a highly effective organization. The assistance they provide the Board of Directors, committees and members is second to none. Like many of our members, this team has been highly involved in the development of the numerous educational opportunities that have been developed over the years. Without the support and guidance of this group we would not be where we are today.

During my year as APWA President, the promotion of education and training opportunities for those of us involved in public works is one of my top priorities. I am confident that with continued vision, the engagement of getting young professionals more involved and the strength of our chapters, we will continue to thrive as leaders in this professional organization.

“A hundred years after we are gone and forgotten, those who have never heard of us will be living with the results of our actions.”

– Oliver Wendell Holmes (1809-1894), American physician, professor and author
Enhanced APWA Legislative Action Center makes advocating for public works in U.S. easier

Tracy Okoroike
Government Affairs Associate
American Public Works Association
Washington, D.C.

“Taking action and sending messages is at the heart of the APWA Legislative Action Center, and with its powerful new upgrades, doing so has never been easier.”

APWA has launched an enhanced Legislative Action Center, APWA’s internet gateway to the U.S. Congress, with a new look and new features to make it easier and more effective for APWA members to find legislative information and to communicate with members of Congress.

The APWA Legislative Action Center is a powerful tool designed to assist members of the APWA Advocates program and other APWA members in making the public works voice heard through messages addressing public works-related bills before Congress. Sending a message is easy. Members of APWA Advocates receive Action Alerts via e-mail with a link to the APWA Legislative Action Center. A standard message which APWA has prepared is posted there and can be customized or sent as written. Messages are delivered to members of Congress via e-mail. A “Take Action” notification on the Center webpage also indicates an APWA legislative action alert has been issued, and clicking on it makes the standard message accessible for customizing and sending.

APWA Advocates is the network of more than 1,000 APWA members in the U.S. committed to promoting APWA’s legislative priorities to Congress through outreach and education. They have been successful in advocating issues important to the public works community and rely on the power of the APWA Legislative Action Center to send their messages to Capitol Hill. Any member of APWA is invited to become a part of this influential network by joining APWA Advocates today. Simply visit the new APWA Legislative Action Center at http://cqrcengage.com/apwa/home and click on Register to Join APWA Advocates. To learn more about APWA Advocates, visit the APWA Advocates page at http://www.apwa.net/be_involved/APWA-Advocates.

In addition to its communications capabilities, the upgraded APWA Legislative Action Center provides background and information on federal legislation impacting public works, biographies of members of Congress, their voting records on bills and listings of the committees they serve on. It also provides key legislative and regulatory news and updates and includes information on APWA’s priorities and positions on issues.

Taking action and sending messages is at the heart of the APWA Legislative Action Center, and with its powerful new upgrades, doing so has never been easier. Make the most of APWA advocacy by joining APWA Advocates and experiencing the full power of making the public works voice heard through the APWA Legislative Action Center.

Explore the new APWA Legislative Action Center by visiting http://cqrcengage.com/apwa/home.

Tracy Okoroike can be reached at (202) 218-6702 or tokoroike@apwa.net.
These are exciting times to be involved with leadership in public works. While our profession has a significant number of challenges to tackle in the future, there are also countless opportunities to explore. President Ed Gottko has put out the call for members to become more involved in the effort to move our organization forward. In response to this invitation, the Leadership and Management Committee has created some unique opportunities for you to get involved.

With a six-member committee and a vast amount of work to be undertaken your assistance is not only important but critical for the continued success of APWA. If you elect to “get on board” your contributions will allow your fellow members to “tap into” a broader knowledge base and gain valuable leadership experiences from around North America.

Let’s get started by examining one of these volunteer opportunities. The L&M Knowledge Team is a tremendous partnering opportunity for members who want to get involved with the Leadership and Management Committee. This volunteer group provides valuable assistance through the submittal of educational articles, developing case studies and critiquing proposed educational material. When help is needed, a request is simply sent out to the group. If as a volunteer you have an interest you simply notify the person who is requesting the assistance.

A great example of a recent L&M Knowledge Team request is the call to provide articles for next year’s APWA Reporter Leadership and Management series. After extensive review the committee determined that the focus was going to center around “Soft Skills for the Public Works Executive.” Some of the key areas of discussion will be in the development of communication, presentation and networking skills. It was evident to the team that many future leaders have ample opportunities to acquire technical skills; however, many of the soft skills required to be a well-rounded leader in the public works profession are not so easy to obtain. I had a seasoned City Engineer once tell me, “Technical people are a dime a dozen, the real challenge is finding the individual that has developed people skills.” Even though this was several years ago, the challenge still remains the same.

Another volunteer area is the Leadership and Management Facebook Group. Chas Jordan, an Emerging Leaders Academy graduate and newest member to the committee, has agreed to take on the challenge of promoting social media opportunities like this one. From my point of view this is a perfect example of the long-term visionary skills of APWA leaders like President Gottko. His initiative of getting young professionals engaged is critical if APWA wishes to experience continued success in the future. The younger generation in APWA wants to be involved, they want the...
opportunity to provide assistance, and they don’t always care about the “politics” of how we provide these opportunities. We need to embrace their enthusiasm and desire to take us to new levels or they will seek out opportunities to share their ideas elsewhere.

With the APWA Donald C. Stone Center in “high gear,” the Leadership and Management Committee will also be playing a key role in the continued development of the DCS program. Since many of the aspects of this program revolve around leadership and the development of public works professionals, it is critically important that APWA staff have experienced professionals to bounce ideas off of and look to for practical experience.

The L&M Committee is also continuing in the effort to promote the recognition of APWA members. The “Recognize Your Leaders” series is a tremendous example of an opportunity that the committee has provided to chapters and agencies to highlight the accomplishments of their “own.” This is also a great example of the challenges sometimes involved with getting public works professionals engaged. All this effort really requires is to draft a few paragraphs on what the individual has accomplished, include a photo and send it off to the APWA Reporter staff. With over 28,000 members I would not anticipate that we should have any trouble finding some worthy candidates.

Now is not the time to be complacent. We have a lot of work to do in promoting our profession, developing our staff and ensuring that APWA remains a strong organization well into the future. Whether you are a young professional seeking out ways to contribute or a seasoned professional with some “battle scars” the Leadership and Management Committee welcomes the opportunity to get you involved and get you on the team. We have great talent within our ranks. The time is NOW to ensure that opportunities for leadership development are pushed out to our members.

Bret Hodne can be reached at (515) 222-3480 or bret.hodne@wdm.iowa.gov.

Buildings available up to 300' wide.
Low in cost per square foot.
Natural daytime lighting.
Easy to relocate.
Expandable.

Call one of our ClearSpan specialists at 1.866.643.1010 or visit us at www.ClearSpan.com/ADAPWA.
Americans attending Congress in Toronto

Getting to Toronto for Congress in August 2014 is easy. It is as simple as Planes, Trains and Automobiles. However, no matter which mode of transportation you use to come to Congress in Toronto you will need to be carrying a valid passport.

Planes
Toronto’s Pearson International Airport has direct flights from most large international airports around the world. There are over 1,600 flights from the United States to Toronto Pearson International Airport weekly. With that many flights there has to be at least one to fit your schedule. There are 195 flights a week from New York’s LaGuardia Airport to Toronto Pearson; that is over 25 flights a day or just over one every hour. For residents of the west coast, there are over 50 flights a week from Los Angeles International Airport to Toronto.

Toronto is also serviced by a downtown airport, namely the Billy Bishop Airport, located very close to the Congress hotels. There are over 100 flights from the United States into Billy Bishop Airport weekly. With over 10 flights a day from Newark, New Jersey to downtown Toronto, in only a few hours you can travel from the Empire State Building to the CN Tower.

Trains
If you would like to take a more leisurely journey to Toronto you can always catch the train. Both VIA Rail and Amtrak have daily service from the United States into Canada.

Automobiles
Toronto is also a short drive from the Canada-U.S. border crossings in the Niagara Region. There are over 100 land border crossings into Canada from the United States on our 8,900 km border.

No matter which mode of transport you take to get here, the one very important thing that you must be aware of is that you will need to have all of your travel documentation in order before you try to cross the border in a plane, train or automobile.

Passport Requirements
Upon entering Canada, U.S. citizens require proof of citizenship such as a valid U.S. passport, birth certificate, a certificate of citizenship or naturalization, a U.S. Permanent Resident Card, or a Certificate of
Indian Status along with photo identification. For all modes of entry, the Canada Border Services Agency recommends that you carry a valid U.S. passport for all travel abroad, including visits to Canada from the United States. A passport may also be required by your airline or alternative transportation authority, as it is the only universally-accepted identification document. Safety precautions initiated by Homeland Security are in place to ensure the safety of all travelers. Reentry into the U.S. may also be delayed or denied if documents, other than a passport, are presented. Therefore, passports are recommended and are easy to obtain.

When arriving by air or land, citizens and permanent residents of the United States who are members of the NEXUS or FAST programs may present their membership cards to the Canada Border Services Agency as proof of identity and as documents that denote citizenship.

Routine processing time for U.S. passports is six to eight weeks. For more information, visit http://travel.state.gov/passport/. You can renew by mail if you meet the requirements listed on the website; for all other applications, you must apply in person. There are 25 Regional Passport Agencies and Centres open to the public and more than 9,100 public offices across the United States that can accept passport applications.

For reentry into the United States from Canada by air, U.S. citizens are required by law to present a U.S. passport. For reentry into the United States from Canada by land border, U.S. citizens must present a U.S. Passport, passport card, NEXUS card, Enhanced Driver’s License, or other Western Hemisphere Travel Initiative-compliant document.

At Congress in Toronto having a passport doesn’t stop at the border. At our Get Acquainted party you will be receiving a Passport to the City of Toronto. This passport will give you entry into the many facets of our multi-cultural city. Luckily, it won’t take you six to eight weeks to receive it.

We can’t wait to see you in Toronto.

Please note, all international presenters who need a formal letter of invitation for visa purposes, please contact Paul Smeltzer at paul.smeltzer@amec.com.
Chas Jordan, PWE: The APWA Donald C. Stone Center’s first Public Works Executive graduate

Mabel Tinjacá, Ph.D., Director of Professional Development, and Joan Awald, Professional Development Coordinator, American Public Works Association, Kansas City, Missouri

APWA’s founder, Donald C. Stone, was a pioneer in public administration who contributed to the Marshall Plan and the United Nations. He understood and advocated the importance of policy formation and its role in strengthening democracy; this strength was central to his leadership. He believed that public works professionals must be able to envision goals, affirm values, motivate, manage in a participatory style, and be action-oriented and entrepreneurial. This professional outlook was centered on civic or community service. As an educator, he believed that public works needed education, training and development to evolve into a profession. This meant applying theory to practice and thus gaining and building on experience. Dr. Stone’s legacy is central to the foundation of the Level 3 Public Works Executive (PWE) program in APWA’s Donald C. Stone Center.

Because many public works professionals are nearing retirement, the need to develop the next generation of executives within public works is critical. The challenges arising from the condition of our infrastructure requires that the PWE program focus on policy, cognitive rigor and application. Fundamentally, graduates have to be leaders. By focusing on the cognitive, analytical and applied skills necessary to lead through changes facing the profession, the program encourages participants to “learn and apply” rather than to merely understand.

It is with great pleasure that APWA highlights its first PWE graduate—Charles (Chas) Jordan.

Without a doubt, Chas is a goal-oriented individual who develops a solid strategy to attain his goals. Chas completed his Masters in Public Administration from the University of North Florida in 2007 and had begun his career the previous year with the City of Largo (Florida) Public Works Department where he is a Management Analyst III and also serves as the Acting Facilities Manager. Chas’s goal is to someday attain an executive position; he says, “When you become an executive, you exit the realm of taking policy and making action happen, to sitting at the table to determine the policy and the organization’s long-term direction.”

Even with an MPA degree and having been in public works for a few years, Chas wanted to develop specific skills to be a viable executive in public works. Fortunately, Brian Usher, the Public Works Director in Largo, had recently been inducted as a Public Works Leadership Fellow (PWLF) in the APWA DCS Center and encouraged Chas to enroll in the PWE program as a way to develop executive-level thinking.

In his Professional Development Plan, Chas outlined specific steps to prepare himself for future executive roles. He sought opportunities to implement policy and to manage information, resources, staff, and city services. Beyond his duties with the city, Chas accepted leadership roles in...
the APWA Florida Chapter along with board positions in local organizations, all of which further developed his leadership skills.

Just prior to Chas’s arrival at the City of Largo, the agency had undertaken a fleet life-cycle cost analysis which Chas would continue to develop. Like public works fleet professionals elsewhere, the agency needed a replacement program that is financially stable and economically sustainable. Chas analyzed the life cycle of the city’s fleet of vehicles to determine the “sweet spot” for purchase and resell. Through a systematic analysis of historical data and comparisons with blue book value, Chas determined that the sweet spot ranged between 5-7 years. The life-cycle cost analysis has reduced maintenance and operating costs while increasing the return on investments for most vehicles. Furthermore, the policy component is considered a best practice in the field. This program became the basis of Chas’s PWE capstone project.

Because his project was actually part of his job and his mentor was his boss, Chas had the groundwork for earning his PWE credential well in hand. Chas spent about five hours each week for nearly eight months developing his project for his final submission to the DCS Center Research Council.

Upon submission to the Council, the project underwent technical and procedural reviews and was accepted with minimal changes; the next step was the oral defense of the project. To prepare PWE candidates for public presentations, the oral exams are set up to simulate a city council meeting; members of the Research Council assume the roles of mayor, department head, skeptical citizen, and a representative of a local taxpayer group. Chas is an experienced speaker at public meetings and his oral defense clearly demonstrated his expertise. From all perspectives, Chas handled the carefully crafted questions in an executive manner.

His professional portfolio was reviewed by the DCS Credentialing Council, a group of senior public works leaders, who then awarded his credential. His portfolio can be found at http://cjordan.apwadcs.net/.

Chas says his effort to complete the PWE program was time well spent. The PWE credential will give future employers confidence in his ability to “hit the ground running” as an effective public works director or assistant director. He said, “Sometimes local governments have difficulty understanding if a person has the leadership and technical expertise to effectively manage a department like public works. This program provides that.”

In his portfolio, Chas expresses his desire to serve the public through effective leadership and says, “As an executive, I hope to continue to be a leader and a qualified manager; however, I hope this role gives me the ability to effect change positively for the benefit of my peers and fellow community members. I hope to use these skills to continue to strategically plan for a brighter future, to set policy that is not only important but useful, and to build communities that are great places to live, work and play.”

Congratulations, Chas, for achieving this professional milestone. We look forward to your future participation as a Public Works Leadership Fellow (PWLF) as you help mentor others on their road to leadership.

Mabel Tinjacá can be reached at (816) 595-5214 or mtinjaca@apwa.net; Joan Awald can be reached at (816) 595-5217 or jawald@apwa.net.
A simple system protects a historical school building from future flood damage

Bernard H. Brown, Jr., AIA
CEO
Bernier, Carr & Associates
Watertown, New York

Conceived in 1930 along the eastern bank of the Chenango River in southeastern New York State, the historical Oxford Academy, currently being utilized as the Oxford Central School District’s Middle School, has been plagued with sporadic flooding throughout the years. In 2006 the building was once again flooded as the result of a significant storm event and considerable damage was incurred on the ground floor of the facility. The building’s recessed boiler room was beneath nine feet of water. The total cost of the repair project amounted to over $2,000,000 and did not include any remedy for protection against damage from future flooding. Repair work was funded by monies provided by FEMA and New York State by way of the State Education Department’s Office of Facilities Planning. The state informed the district that, once work was completed on the repair project, it would no longer be willing to aid any repair to damage caused by future floods. The state would, however, based on its review and approval, consider aiding the cost of a future flood protection project.

Bernier, Carr & Associates, Engineers, Architects and Construction Managers located in Watertown, New York (www.thebcgroup.com) were secured by the District to conduct a flood mitigation study and provide the district with options for protecting their school building. The study provided several options ranging from elaborate reinforced concrete retaining walls with integral playground features to simple inflatable barriers. In the end the school district settled on an economical, manually-operated floodgate system.

This approach focused on all exterior wall openings below the determined design elevation to include doors, windows, mechanical system thru-wall vents, and air intake grills and hose bibs. The design elevation was determined by studying the historical data of past flooding events provided by NOAA (National Oceanic and Atmospheric Administration), the Army Corps of Engineers and local weather resources.

The specified (and contractor provided) floodgate system manufacturer was Presray Corporation (www.presray.com) located in Wassaic, New York. Two of the manufacturer’s standard applications were applied. For wide openings the manufacturer’s FastLogs system was utilized. First jamb brackets are permanently mounted on each side of the opening. The interlocking FastLogs are then manually placed into the jamb brackets and secured with integral set screws equipped with turn knobs. When all logs are in place the system causes water pressure against the barrier to tighten the logs by transferring horizontal water pressure into downward pressure on the system’s compression seals located across the bottom of each log. For smaller openings the manufacturer’s lightweight Flood Panel system was used. At each opening a metal receiver frame with an integral neoprene perimeter seal is permanently mounted to the building. The frame is slightly larger than the actual wall opening. When preparing for a storm event a flat panel is bolted securely to the face of the frame compressing the neoprene seal making the system watertight. Both of the system’s components are lightweight and made of rust-free aluminum. Movable components can be easily stored adjacent to related openings.

The proposed floodgate system was reviewed and approved by the State Education Department. Once state approval was provided the floodgate project was publicly bid and awarded for construction. The total cost of the project was approximately $450,000.

The beauty of the selected floodgate systems was that, once the initial installation was complete, the school district’s maintenance staff could easily and manually install the floodgates in a timely fashion once a flood warning was given.

The school district did not need to wait long before the system was tested. In August of 2011, soon after the installation of the new system was completed, Oxford experienced the devastation of Irene, a significant storm event which flooded the Oxford Community and surrounding areas. Flood waters rose up to as high as three feet against some areas of the Oxford Academy. As the photographs
provided with this article demonstrate (see pages 13-14), the system proved to be very effective. It was reported by the District's Superintendent of Buildings and Grounds that small amounts of water trickled in by way of cracks in the building's exterior masonry walls which took little effort to deal with. Other than that no infiltration was experienced. The results were significantly different from past flood events.

Meteorologists are describing the increased frequency and intensity of storms in recent years as the “new normal.” As such, the Oxford Central School District has, in some locations, enhanced the height of the original floodgate system as an added measure of security against future storms. The success of the Oxford project has caused other clients to strongly consider similar applications.

Bernie Brown can be reached at (315) 782-8130 or bbrown@thebcgroup.com.
School Yard

FloodLog and Flood Panel Applications

FloodLog Application

Looking from inside out at FloodLog location
Diversity: The misconception

Charles E. Pinson
Safety and Accreditation Manager
Anderson County, South Carolina
Member, APWA Diversity Committee

When I mention “diversity” people’s hair raise on the back of their necks, nostrils flare open, and their good eye begins to jump. Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individuals’ collective achievements. It’s a concept to promote awareness and accountability in an effort to embrace diversity. Even though we have made significant strides in regard to diversity, much work is still needed. There is a misconception as to what diversity is. Most people think diversity is the same as affirmative action. I was at lunch with a colleague and he asked me about the presentation I made in Chicago. When I told him my topic was on diversity, immediately I noticed his blood pressure starting to rise. He said, “I do not like diversity because it holds up the hiring process.” At this point I quickly realized he was referring to affirmative action.

The affirmative action program was an attempt to equalize the educational, employment, and contracting opportunities for minorities and women, and to rid America of discrimination. But like many government programs it was abused and misused. Employers went out and got any applicant just to meet their quotas. First and foremost, the applicant must be qualified for that position. When an employer hires an individual solely on their race or gender without them being qualified it is doing a disservice to the company/agency and the applicant. This also gives those individuals who have a problem with diversity an avenue to exclude groups other than their own by saying that the program did not work. Your workforce should mirror the demographic you serve.

The key lies within the Human Resources Department. The Human Resources Department must use whatever means necessary to reach every demographic in order to obtain a qualified diverse pool of applicants for supervisors, managers, and CEOs to make their selections. It is essential that the Human Resources Department be proactive in having avenues ready to market job openings. This can be accomplished by:

- Starting a partnership program with local high schools, vocational centers, technical colleges, and universities.
- Develop programs with staffing companies.
- Conduct job fairs and career days.
- Use different websites to communicate job openings that will reach each demographic.

Just remember, “You cannot get a Burger King Whopper at Hardee’s.”

The United States has made great strides in regard to diversity. Old wounds in regard to race relations have not completely healed and at times social events become an avenue to pour salt into the wound. Each individual must make every effort to address any concerns they may have with diversity. The first place to start to embrace diversity is with the “Man in the Mirror.” Any issue that we have with this concept must be addressed, which will help change our environment to celebrate diversity rather than tolerate it. There are some things we must do to start the healing process:

- Become role models by not using stereotypical comments.
- Watch our humor.
- Avoid ethnic jokes or any type of humor that demeans others.

People perish for lack of knowledge. We need to educate ourselves by taking classes or online courses on groups other than our own about which we have limited knowledge. “A House Divided Cannot Stand.” We must come together for “There is Strength in Unity.” We must make a change. President John F. Kennedy said, “Change is the law of life. Those who look only to the past or present are certain to miss the future.”

Charles Pinson can be reached at (864) 231-1922 or cpinsonandersoncountysc.org.
Where do public works leaders come from?

Bob Moorhead, P.E.
Maintenance Manager
Washington State County Road Administration Board, Olympia, Washington
Trustee, Public Works Historical Society

Where do public works leaders come from? Are they just born that way and destined to fill a need? Are they trained by experts and then rise to the occasions? Are they self-taught and seek out challenges? Does participation in APWA make becoming a leader easier? Do they just happen to be “at the right place at the right time”? Do they need to be in positions of authority? Are they visionaries? Do they have charisma? Do they get it right all/most/some of the time?

The assorted answers (in no particular order) are probably: yes; no; maybe; all of the above; none of the above; nobody knows; it depends.

No doubt some of the qualities common to all effective public works leaders are honesty, sincerity, a dedication to public service, and a true desire to provide the public with safe, economical, and long-lasting solutions to the challenges of the day. Some of the opportunities may be monumental: the Cape Henry Lighthouse (the PWHS’s logo) on 18th Century Chesapeake Bay; the Croton Reservoir and Aqueduct project in 19th Century New York; the Grand Coulee Dam in 20th Century Washington State; the new Bay Bridge in 21st Century San Francisco Bay. Others may appear to be more routine (but no less important): providing the daily public works services of transportation, water, sewer, solid waste, and recycling. In today’s world, under the close scrutiny of the general public, each of us and all of us can and do demonstrate leadership in what we do every day.

Since 1960, APWA has recognized 540 individuals as “Top Ten Public Works Leaders of the Year.” I’ve had the distinct personal benefit of working for two them. The first was Allan L. Kimbel, honored in 1984, who was serving as City Engineer when I joined the staff of the City of Olympia, Wash., Public Works Department in 1987. The second was Jerry M. Fay, recognized in 1992, who was the Executive Director of the Washington State Transportation Board.
Improvement Board when I moved to that organization in 1993. Both were exemplary leaders during their long and active careers, both before and after receiving their awards.

But it is not necessary to be in a position of authority to be a public works leader. Our public most often has interaction with the public workers they see in their own neighborhoods and along their routes to work or school or shopping: emptying solid waste and recycling bins; reading water meters; cleaning storm drains; patching potholes; plowing snow; updating traffic signs and signals; taking telephone calls; maintaining pump stations; issuing permits; the job you are doing.

We each find our own path through our career. Every day, there are opportunities to observe and demonstrate quality leadership techniques at all levels on an organization chart. Let’s all make an effort to take full advantage of our opportunities to be public works leaders in the world around us.

Bob Moorhead is a past president of the APWA Washington State Chapter. He can be contacted at (360) 350-6083 or at BobM@crab.wa.gov.

---

The Public Works Historical Society is an affiliate of APWA, with membership open to public works practitioners, authors, academia, and anyone interested in public works history. Membership in APWA is not required. Annual dues are $35, and can be added to APWA members’ regular annual dues statements. Please visit the PWHS website at www.apwa.net/PWHS/ for more details on the Society’s mission and activities.
On a rainy day in late November 2011, seven Pinellas County Commissioners, the County Administrator, two attorneys and a court reporter were on a tour of their community. It wasn’t a typical tour, it was raining and the trip required knee-high boots and umbrellas. What they observed was not only eye-opening, but a recurring problem for many residents in Pinellas County: flooded streets, collapsing pipes, channels and ditches filled with sediment, and ponds covered in algae. The intent of this field trip was to see firsthand the challenges facing local governments in managing stormwater. They couldn’t have picked a better time to see things at their worst.

Over the next 18 months the conversations continued and a series of decision points were validated on how to effectively manage not only stormwater, but all surface water resources. The plan proposed by Kelli Hammer Levy, Natural Resources Section Manager in the Pinellas County Department of Environment and Infrastructure’s Transportation and Stormwater Division, was to focus on strategies that promoted prevention versus cure. To secure the Board’s support, she linked the Comprehensive Surface Water Management Initiative to the County’s Comprehensive Plan objectives and policies of flood protection and environmental stewardship and to the Commission’s vision for a sustainable future and improved quality of life. Levy highlighted how implementing adaptive management techniques would result in a more cost-effective, long-term strategy than the current reactive approach. Further, the program would transition, in time, to a preventive program which would minimize infrastructure failures and support improvements in water quality.

On June 18, 2013, the Pinellas Board of County Commissioners approved the Surface Water Utility Ordinance and Initial Rate Resolution. This was followed on September 10, 2013, by a public hearing at which the Board approved the Final Rate Resolution, thereby officially implementing the Pinellas County Surface Water Assessment and Fee.

Since the adoption of the assessment and fee, Levy and her staff have been working diligently to answer citizens’ questions, process adjustments and requests for mitigation credits, and most importantly to begin program implementation activities that will make meaningful improvements for our community.

Contributed by Richard Coates, III, P.E., Director of Transportation and Stormwater, Pinellas County Dept. of Environment and Infrastructure, Clearwater, Florida, rcoates@co.pinellas.fl.us

Recognize Your Leaders

Kelli Hammer Levy
For more information about these programs or to register online, visit [www.apwa.net/Education](http://www.apwa.net/Education).

Program information will be updated as it becomes available. Questions? Call the Professional Development Department at **1-800-848-APWA**.

<table>
<thead>
<tr>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2-6</td>
</tr>
<tr>
<td>December 12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 30</td>
</tr>
<tr>
<td>February 13</td>
</tr>
<tr>
<td>March 13</td>
</tr>
<tr>
<td>May 4-7</td>
</tr>
</tbody>
</table>

= Click, Listen, & Learn program (Free to Members)

= Live Conference (Paid Registration)

= Certification Exam

APWA members may access past Click, Listen, & Learn programs from the Members’ Library at no cost. Programs can be streamed to your computer via the link found in the library.

If you have expertise that you would like to share, please use the online Call for Presentations form to describe your expertise and perspective on the topic. [www.apwa.net/callforpresentations/](http://www.apwa.net/callforpresentations/)

### January 30

**Envision™: The Sustainability Rating System for All Infrastructure**
Strong Mussels

Andrew C. Lemer, Ph.D.
Senior Program Officer
The National Academies of the United States, Washington, D.C.
Member, APWA Engineering & Technology Committee

Dennis Gabor, awarded the 1971 Nobel Prize in Physics for his discoveries underpinning the development of holography, once wrote, “The future cannot be predicted, but futures can be invented.” Imagination to Innovation is a periodic look at new technology and scientific discovery that we could be using to invent the future of public works.

Anyone who has encountered them along a coastline learns, mussels have an extraordinary ability to stay firmly attached to rocks and piers despite the pounding of storms and tides. These unassuming but tasty bivalves tether themselves to their mooring with leathery byssal threads that grow from a gland in the mussel’s foot and adhere to an available surface. Their ability to stick underwater and survive many repeated cycles of dry and wet without breaking or coming apart is extraordinary.

Scientists are beginning to learn how the mussel does it. For a start, researchers have learned that the byssal threads are made from collagen, the protein that makes our skin and tendons stretchy. A check of Wikipedia reveals that collagen is the most abundant protein in mammals, and that the word itself derives “from the Greek kolla meaning glue and suffix -gen denoting producing”—the stuff of old-fashioned hide glue.

Proteins are made up of amino acids, and it turns out that mussels and their byssal threads are loaded with a fairly rare one called L-dopa, more familiar as a treatment for Parkinson disease. Scientists have since identified several DOPA-containing adhesion proteins in the threads, as well as evidence that particular chemical compounds in...

“...with further work, perhaps mussel-inspired materials could be used to speed fabrication and enhance resilience of sewer lines and other subsurface conduits.”

Diversity Awareness Corner

“If we don’t believe in freedom of expression for people we despise, we don’t believe in it at all.”

– Noam Chomsky, American educator, author and linguist
the amino acid (catechols) can form strong bonds when they react with trace amounts of metals like iron, copper, and manganese that are found in seawater. The protein mix that mussels produce and extrude solidifies quickly when the threads hit the seawater, forming a stretchy strand with its end firmly glued to the rock. How the animal does it remains a mystery.

Researchers trying to solve that mystery imagine the knowledge can be used in medical applications, where being able to adhere something to a wet surface could have immediate benefits. One group has already applied ideas from mussel research to develop a glue they have used successfully to close surgical incisions in mice without triggering an adverse immune response. The new glue is stronger and more durable than commercially available surgical adhesives.

One of the many problems to be solved in putting scientific knowledge to practical use is bringing down costs. To produce enough of the essential proteins—researchers estimate it would take 10,000 mussels to harvest just 1 gram—a group in South Korea has engineered E. coli bacteria to produce the stuff. On the other hand, perhaps the zebra mussel, an invasive species that has spread throughout the Great Lakes and inland waterways, could be found to have commercial value. In any case, with further work, perhaps mussel-inspired materials could be used to speed fabrication and enhance resilience of sewer lines and other subsurface conduits.
Managing money and resources

Maher Hazine, P.E., PWLF
Deputy Public Works Director
City of Peoria, Arizona
Delegate, APWA Arizona Chapter

A public works organization is made up of many enterprises comprised of people and processes organized to efficiently deliver service to our customers at a prescribed level of service for the lowest cost possible. As a public works leader, we must be able to fully understand our operations and factors that impact them; why is that, you ask?

Frankly, one of our major issues as public works officials is that we simply do not know how to tell our story in such a compelling way. We simply believe that our mission is to serve and not celebrate the good work we do. Before I offend some of you, I am well aware that there are some in leadership positions that have mastered the art of compelling presentation, but you have to admit that these individuals are simply few and far between. So, what are the steps needed to prepare and tell a compelling story?

There are some key foundational steps that we must fully appreciate to ensure that we set our story in a positive light. The following steps support our ability to paint the picture.

**Budget**

*An itemized estimate of expected expenses based on projected revenue for a defined period of time (e.g., fiscal year) which allows for a plan of operations.*

Since many of us work in a governmental setting, that is not an issue as budgets are a mandatory requirement to spend public funds. But how well do you understand your budget? Do you understand the assumptions upon which it is based (e.g., revenue)? Do you understand the process and interworking of your budget and how to track expenditures against it, or is this simply another document that is provided to you by the budget office and you never look at it again until the next year?

Budgets are generally based upon a set of assumptions related to projected revenue—especially when dealing with enterprise or internal service funds. While your expenditures may be in line with the approved budget, tracking revenues and comparing with the projected revenue assumptions of the original budget are critical to ensure a healthy fund balance. Since many public works operations are dependent on a dedicated source of funding (e.g., Solid Waste, Water, Wastewater, Fleet), you must ensure that sufficient revenue is being collected to allow for the level of expenditure. Depending on the source of the funding, these revenues may not fluctuate within the year or may change monthly. This is why it is critical to track the revenues on the same frequency as you generally do with your budget. This will allow for what I refer to as the Trifecta Management Process. This process helps a public works manager to be able to properly evaluate their operations in the short term and the impact it will have on its long-term viability.

**Finance**

*The management of revenues and conduct of transactions that impact the monetary resources of the organization (public funds).* While, in many agencies, the function of finance is handled within the finance department, we
as public works leaders must have a basic understanding of the process and the various reporting mechanisms undertaken.

This will give us an insight into lingering issues that need to be addressed. While I am not advocating that public works leaders should go out and become CPAs, you should have sufficient knowledge of the subject in order to ask the appropriate questions and make the right decisions in a timely manner.

**Creative Leveraging of Resources**

While many of us have heard the phrase "doing more with less," it is incumbent on us to be able to effectively manage our financial and human capital resources and leverage them in a manner that allows us to efficiently and effectively sustain our service delivery. This can be achieved through cross training of staff and elimination of silos that historically existed. As an example, in the solid waste field, you may train your equipment operators on the various pieces of equipment that exist across the operation vs. simply having those who only operate Automated Side Loaders, Front Loaders, or Roll-offs. This allows for more flexibility in the operation.

I do not suggest that such leveraging of resources is simple to do; on the contrary, it is much more difficult. However, mastering such a skill requires a creative ability to manage the resources and provide the necessary training and support to maintain a safe operation in the process.

This talent must also transcend across other departments and agencies. As public works leaders, we must be able to identify the resources we need and be willing and able to acquire them in non-traditional ways. Perhaps an inter-governmental agreement (IGA) with other neighboring agencies can help you get the resources you need in a timely manner with minimal costs. While business owners have learned to creatively leverage their available resources, we in the public sector must adopt a similar mindset and gain such skills in order to be prudent public trustees.

**Putting It All Together**

Minding all these details and thinking creatively at the same time surely seems overwhelming. However, it does not need to be if you can succeed in developing and managing the basic systems and processes (Best Practices) that effectively carry out the mission, strategy and goals of the organization. As a public works leader, your primary purpose is to be the chief architect of your entire operation; to simply be the author of your own story.

On a typical day, you design, develop, oversee, monitor and evaluate the systems and processes that make your organization run efficiently, create value for customers, and result in a healthy sustainable enterprise. It is hard work and if just everyone could do it, managers would be obsolete. As a leader of the organization, you must do more than simply follow orders and perform assign tasks. Building a high-performing organization requires a different skill-set altogether. If you don’t have the personality or desire to do this, you should find a different field.

Your primary role is to get the best people you can on the team and polish their skills in order to create operational excellence through systems and processes that will deliver the highest level of service possible for the least amount of cost. When you can do this in a sustainable manner, you will have achieved your goal.

Residents, as well as elected officials as their representatives, expect their government to serve them in the best way possible. It is how the residents feel about your operation as a whole that matters most. Everything about your operation is what they are evaluating you by. As chief architect, your entire operation is your focus, and it must be exceptional throughout. Creating effective business systems and processes will make your organization exceptional, and keep your customers happy which in turn keeps you employed!

**The Story**

If you followed the recipe, you have a foundation to be able to put together an interesting story that captures everyone’s interest—a story that can help sell your cause (provide the highest service delivery possible for the level of funding authorized).

Armed with facts about service delivery levels, and customer satisfaction, supported by accurate and timely financial information that supports true operational costs, with a little taste of what you can provide you will improve your odds of getting your requests approved.

Even if the sky is falling, you must be prepared to tell the whole story, provide all the ingredients and the options. Provide the decision makers with the story and alternate endings (effects of budget on service levels) and you will have served your organization well regardless of the final results.

*Maher Hazine can be reached at (623) 773-5150 or maher.hazine@peoriaaz.gov.*
Leading in crisis

Aden Hogan, Jr., ICMA-CM
City Manager
City of Evans, Colorado
President, Colorado City-County Management Association

It’s a nice weekend...or it was until a few minutes ago. You received a call from one of the television station’s investigative reporters. This person clearly knows information that you do not. The reporter wants to know if you are aware of a very damaging situation...but you aren’t.

Now you start receiving calls from the newspaper, radio stations and additional television stations wanting information on something you should have known about. What do you do?

The only thing between you and when this situation will explode is time. It isn’t a question of “if” a crisis will arise in your community; it’s a matter of “when” one will occur. What can we do so we are better prepared to lead the organization during a crisis?

Those of us in the public works arena are no strangers to “crisis” and “emergency,” but frankly the occurrences we deal with are often, in reality, standard operating procedures for us. A broken water main, a sinkhole in a roadway, cleanup following a fuel tanker accident; all of these are things that are like an emergency to those who see us responding. But they are really things we’ve planned for, prepared for, and trained for.

But what about those things we didn’t plan for? How can we more effectively deal with them?

Understanding the anatomy of a crisis

There are four distinct stages of crisis readiness. The first stage is Unconscious Incompetence. In this stage you don’t know what you don’t know. With regard to crisis incidents, this is a very dangerous place to be because you really have no idea of what to expect, what to plan for, or how to lead. If we have an understanding that bad things can and will occur, and that we’ll need some special methodologies to manage them, then we are not in this stage. As a recent string of TV commercials suggested, “Don’t be at this stage!”

Stage Two is called Conscious Incompetence. In this stage we have recognized that we may be unprepared to deal with a crisis situation and that we need to learn more about that. The simple realization that no community or organization is immune to them is a key to being prepared to lead during a crisis. For public works, the understanding that we may have to respond to situations outside our normal scope is critical.

In Stage Three, called Conscious Competence, we are preparing ourselves with knowledge, training and tools to deal with a crisis incident. We build expertise in managing a crisis, making good decisions, and in leading our team to respond to and solve the crisis issues.
Many public works departments are operating in this stage, and that’s good. But, we need to shoot for a higher standard of readiness.

If we do a great job in Stage Three, we can arrive at Stage Four. This final stage is called *Unconscious Competence*. In this stage you are prepared to actively respond to a breaking crisis. You have the training, expertise and tools to assist you and your team in doing so. You have developed your skills in crisis leadership and understand the importance of guiding and directing the outcome of the crisis in the most positive fashion. Most importantly you are flexible, resource savvy, and proactive. You are ready!

It is important to know that there are differences between a “crisis” and an “emergency” or “disaster.” While a crisis can lead to either of these, it doesn’t start out there. Crises generally arise internally. They can stem from poor quality control (such as contaminated water), bad customer service (not responding quickly to a sewer backup), or a failure in protocol (police roughing up a suspect during an arrest or criminal acts such as theft).

They are sometimes simply someone else’s failure that you have no control over (loss of SCADA capabilities because of a computer virus). Rule 15 of *Aden’s Rules of Public Administration* says, “An unmanaged crisis is a pending disaster!”

Unlike a disaster, there are often warning signs that a crisis is building. Elected officials and administration will be the “lead agency,” not police or fire as in a disaster. Your biggest risk may well be your reputation. Managing the media in a crisis is often more difficult than in an emergency or disaster. You are more likely to have broad liability exposures from a crisis. A major crisis can occur without a clear problem and with few direct response alternatives. You may have to discover “what” the crisis is being driven by before you can start to solve it. Staying on top of a crisis can likely keep it from migrating into a disaster.

Crisis generate much more second-guessing and finger-pointing than will be in a disaster response. There is also a high level of involvement by elected officials in a crisis than there is in a disaster or emergency response. The difference between success and failure is usually the quality of the organization’s leadership. It is very difficult to “manage” yourself out of a crisis...you must “lead” the way to resolution. Let’s look at how we can achieve crisis readiness.

From Bill George, author of *True North* and former CEO of Medtronic, I have modified and adapted his seven “lessons” for leaders charged with leading their organizations through a crisis:

**Lesson 1:** Leaders must face reality. Reality starts with the person in charge. Leaders need to look themselves in the mirror and recognize their role in creating the problems. Then they should gather their teams together and gain agreement about the root causes of the crisis. Widespread recognition of reality is the crucial step before problems can be solved. Attempting to find short-term fixes that address the symptoms of the crisis only ensures the organization will wind up back in the same predicament.

In order to understand the real reasons for the crisis, everyone on the leadership team must be willing to tell the whole truth. Leaders can’t solve problems if they don’t acknowledge their existence.

**Lesson 2:** An old friend of mine always used to say, “It’s always darkest right before things go completely black.” While that is a pretty pessimistic view, remember that no matter how bad things are, they can, and often do, get worse. Faced with bad news, many leaders cannot believe that things could really be so grim. Consequently, they try to convince the bearers of bad news that things aren’t so bad, and swift action can make problems go away.

Doing this causes leaders to undershoot the mark in terms of corrective actions. As a consequence, they wind up taking a series of steps, none of which is powerful enough to correct the downward spiral. It is far better for leaders to anticipate the worst and get out in front of it. If they think and prepare for the worst case, they can lead in “any case.” They also position themselves to take advantage of opportunities that sometimes present themselves in a crisis.

**Lesson 3:** Maintain good levels of reserves and get to the “highest hill” when crises strike. In good times leaders worry more about operational protocols than they do about their long-term “balance sheets” with their customers and constituents. In a crisis, transparency is king. If you have built trust with those you serve in the good times, most of them will stick by you in the bad times. This allows you some “high ground” on which to safely respond to the crisis.

**Lesson 4:** Get the world off your shoulders. In a crisis, many leaders act like Atlas, carrying the weight of...
the world on their shoulders. They go into isolation, and think they can solve the problem themselves. In reality, leaders must have the help of all their people to devise solutions and to implement them. This means bringing people into their confidence, asking them for help and ideas, and gaining their commitment to painful corrective actions. Practice this when there isn’t a crisis. Let your team “try on” some critical roles before you need them to solve the crisis.

Lesson 5: Before asking others to sacrifice, first volunteer yourself. If there are sacrifices to be made, and there will be, then the leaders should step up and make the greatest sacrifices themselves. Everyone is watching to see what the leaders do. What will they see in you? Will they stay true to their values? Will they bow to external pressures, or confront the crisis in a straightforward manner? Will they be seduced by short-term rewards, or will they make near-term sacrifices in order to fix the long-term situation? You set the standard...if you compromise, then so will they.

Lesson 6: It has been said that we should “never waste a good crisis.” In most situations this is very true. When things are going well, people resist major changes or try to get by with minor adaptations. A crisis provides the leader with the platform to get things done that were required anyway and offers the sense of urgency to accelerate their implementation. This means making substantial, positive changes that might never happen without the urgency of the crisis.

Lesson 7: Be aggressive in planning for a potential crisis. Know your risks and exposures. The best solution to a crisis is to not have one in the first place. Watch the warning signs and take the steps necessary to interdict or mitigate a future crisis. Time and resources spent here are much less than waiting for the crisis to break. Many people look at a crisis as something to get through, until they can go back to business as usual. But “business as usual” usually never returns following a crisis because protocols and paradigms are irrevocably changed. Why not create the changes that move in favor of you preventing crises, instead of waiting and reacting to the changes as they take place?

For public works, crisis leadership is often more about who you are, than what you know. No “learned” crisis leadership skill will overcome a lack of character, ethics or integrity. An effective crisis leader must act deliberately, quickly, and effectively with honesty, high moral values and ethical standards.

In order to help assure their leaders will act with good character in a caring manner when crises hit, crisis-prepared organizations develop overarching response guidelines for their crisis managers to follow.

The following are five guiding principles for managing crises that I would propose:

1. Well-being of people first, with caring and compassion
2. Assume appropriate and immediate responsibility
3. Address needs of all stakeholders in a timely manner
4. All decisions and actions based on honesty and ethical guidelines; do what’s right

Strategic and tactical crisis leadership

Quality leadership during a crisis has proven to be one of the most important factors in successful outcomes. The tactical (or immediate) elements of responding to a crisis are more related to management. However, the strategic elements are almost pure leadership. Good leaders are necessary to implement either approach. Tactically we must have a quick, effective response to an immediate problem (the crisis).

Strategically, good leadership will provide the framework to vision and plan, develop principles and values, and implement appropriate protocols to eliminate or mitigate future crises.

Crisis leadership involves high-leverage skills that are vital to organizational recovery in the midst of chaos. Crisis leadership skills are needed that define the crisis beyond the obvious, forecast the intended and unintended consequences of decisions, anticipate the effects of the crisis on impacted stakeholders, assess the impact of the crisis on core assets, and follow the values and guiding principles of the organization and your own ethical standards that may be tested to the limit.

The secret to success

Crisis leadership is more about who you are than what you know. No learned crisis leadership skill will overcome a lack of character, ethics or integrity.

An effective crisis leader must act deliberately, quickly, and effectively with honesty, high moral values and ethical standards.
Jim Kouzes, author of *The Leadership Challenge*, outlines “Seven Enduring Truths about Leadership during Crisis” for our consideration:

1. When it comes to leadership and leadership development, we ought to be excited and optimistic in the face of adversity. Challenge is the greatest opportunity for greatness!

2. The most important leader role model in the organization is you, not them. The leaders who have the most influence are the ones who are closest to us. These are the people we trust...and will follow!

3. The one attribute that is the foundation of all leadership, something that has remained the same for the last 25 years and is not likely to change for the next 25 years, is credibility. That is, doing what you say you’re going to do, walking the talk, keeping commitments, honesty, and trustworthiness.

4. Being forward looking was the #1 quality selected as being important for the executive level. It was also selected as the one quality that most differentiated leaders from team members. It’s also the most difficult aspect of leadership to learn and put into practice.

5. The leadership quality with the biggest impact on people’s performance? Modeling the way; setting a good example; being a role model for the kind of values and behaviors we expect in others. You can’t change people’s behaviors by telling them; you have to show them.

6. Personal values drive commitment. The best leaders are clear on their values and ethics.

7. Kouzes said his secret to success in life is summed up in a quote from Major General John H. Stanford who said, “The secret to success is to stay in love.” It gives you the fire to really ignite other people, to see inside other people, to have greater desire to get things done than other people. So the secret to leadership? Love ‘em and lead ‘em!

Successfully surviving a crisis will demand everything you have physically, emotionally, and from a leadership skills perspective. It will test your limits of endurance and expertise. And as the leader, all eyes will be on you for cues to behavior, attitude and commitment.

Invest now in developing your leadership talents and tools. They will serve you well when you get “that” phone call.

Aden Hogan, Jr., can be reached at (970) 475-1119 or ahogan@evanscolorado.gov.
“Y ou are an idiot!”
“I should fire you right now.”
“That’s a dumb idea.”
“I don’t care what you think; we are doing it my way.”
“No one asked you for your opinion.”
“This is your first and last warning.”
“You’re the worst employee I’ve ever had!”

Unfortunately, many of you may have had the opportunity to hear such phrases, or worse, in the workplace. I have had the privilege of leading a large group of men and women early in my career. I say lead and not supervise because a leader motivates, inspires, and empathizes with those that follow him or her. This is done by promoting an employee’s strengths and cultivating their weaknesses. If improving performance is the goal, one could try the method at the beginning of this article; however, I doubt they would be successful. Improved performance is best obtained when a leader treats everyone with firmness, fairness, dignity, and compassion.

Dignity
1. Recognize that most people work hard, want to excel in their position, and humiliation does not encourage anyone to improve
2. Remember that respect is reciprocal

Compassion
1. Discipline must fit the infraction
2. Recognize mistakes and errors as teachable moments

There is no magical formula to improving performance. The workplace is filled with imperfect people; therefore, the workplace will be imperfect. There will always be varying degrees of knowledge, skills, and abilities. Mistakes will be made. However, despite all of that, a leader, unlike a supervisor, is able to take all of these factors into account and mitigate them to yield the best performance out of an organization.

Below are 10 ways to effectively improve employee performance:

1. **Set clear expectations.** Clearly identify your objectives to the employee and make sure they understand what is expected of them. This may include providing a list of job duties, expected milestones and reviewing the organizational goals. Make sure the employee knows your vision and goals.

2. **Constructive criticism.** Provide feedback to the employee after
any incident that may occur in a respectful manner that adds value.

3. **Performance Improvement Plan.** This is a way to formalize a plan to improve on deficiencies. Performance Improvement Plans should be used to handle specific problems and should always include a timeframe for the improvements to be made along with a consequence if the improvements are not satisfactory.

4. **Be consistent.** Always be available as a resource so that the employee will come to you for guidance in situations. Be transparent and share information about the big picture for your department and the organization. Transparency increases the employee’s sense of ownership.

5. **Provide additional training.** Find creative ways to provide additional training in areas you know the employee may be weak, including local seminars, webinars and local technical schools. Cross training and informal coaching/mentoring are usually easy and low or no-cost options.

6. **Recognition for a job well done.** Always take advantage of any opportunity to recognize successes on the job. Your recognition lets them know their hard work is appreciated and acknowledges their efforts. Incentive programs can be an effective way to provide formal recognition or simpler options such as employee luncheons, picnics or “fun days” are also effective. The Leadership & Management Committee is always looking for article submissions to its “Recognize Your Leaders” series; this would be a great way to recognize an outstanding employee.

7. **Teambuilding.** Teambuilding within your department and within the organization builds trust between employees and allows personal connections to be made, which encourages better performance.

8. **Accountability/Self-assessments.** Let employees tell you what their strengths and weaknesses are and how they can improve. Encourage employees to strive for excellence by using these assessments to grow and develop their skill sets.

9. **Solicit feedback.** Solicit feedback from the employee about the organization and your department and use it to improve the work environment and/or processes. Encourage innovation amongst employees, which could improve processes. When employee feedback is considered, it shows a commitment and they in turn begin to feel committed, which leads to improved performance.

10. **Show personal interest.** Find out what motivates the employee to perform and what makes them tick. Provide opportunities if possible that encourage their interest and this will help them perform better overall.

Hesha Gamble can be reached at (864) 467-4612 or hgamble@greenvillecounty.org.

[Image]
Recruiting and selecting from a talent pool: is it sink or swim?

Jane Pauba Dodge
Human Resources Director
City of West Des Moines, Iowa

The recruitment and selection process is one of the most important processes you will ever undertake as a supervisor. Not putting enough thought or time into this process may result in hiring a poor fit for the job and (sometimes endless) headaches for the supervisor as they work harder and spend more time coaching the new hire or (worse) working on separating the employee from employment. Added to this is the potential liability that is posed to your organization based on the actions you may be required to take to remove the employee from employment. This is not to mention the stress and disruption you may cause in the life of the new hire and their family.

The most important steps (to ensure you don’t sink) in the recruitment and selection process center on the job description, job announcement, interview process and background checks.

Job Description
A well-written job description not only gives the applicant a good idea of the job to be done but is used in the recruitment process to: (1) pre-screen the candidates for minimum qualifications; (2) set up interview questions; and (3) ensure the candidate can perform the physical requirements of the job (with or without reasonable accommodation).

Job Announcement
The job announcement should entice the candidate to want to “swim in your pool.” Understand that any recruitment process is not just for the employer—it is critical that you attract the talent, sell the job and entice the candidates to apply! Approach the job announcement as if you are applying for the job and include what would attract the best candidate. A well-written job announcement will give a snapshot of the general duties and responsibilities, the education and experience required, the hours of work, certifications required and a list of benefits offered. This does not mean that an area of the job should be omitted if it’s not a selling point. There should be no surprises for the candidate, so if they’re going to serve on-call two weekends a month, make sure this information is in the announcement too. (You don’t want to invite them to the pool only for the candidate to feel it was really a murky pond!)

Interview
Questions during the interview should relate to the job and be “behavioral based” (meaning that the focus is on discovering how an applicant acted in specific employment-related situations; instead of asking how you
Would behave, the interviewer will ask how you did behave. Interview questions can be derived from things that have or will occur in the job and/or can be directly derived from the position description. As a side note, you will want to decide how many interviews there will be (more will require the candidate to take off of work, if they’re employed), if you will use a panel of interviewers and where the interviews will take place (preferable is to be in the environment in which they will be working). Be sure to leave enough time that the candidate can “interview you” and get their questions answered too!

A couple of interview questions that should be asked of all applicants: (1) have you ever been terminated, asked to leave, or left employment in lieu of termination? (If yes, have them explain); and (2) you have been given a job description—can you perform all the duties as described with or without reasonable accommodation?

Background Checks
Any recruitment process would be amiss without conducting background checks on (at least) the final candidates. Employer references are critical in confirming what you saw in the interview and to ensure there were no issues with performance, attendance and ability to get along with others. At the very least it will confirm that the dates of employment and the job match what the candidate told you during the interview. Additional checks should be conducted based on the requirements listed in the job description, such as driver’s license, criminal background, education, and professional certifications.

All of these areas (job description, job announcement, interview process and background checks) combined will ensure that your pool is not murky and provide the clarity needed to ensure that your selection process results in the best candidate for the job.

Jane Pauba Dodge can be reached at (515) 222-3602 or jane.dodge@wdm-ia.com.
Genghis Khan and succession planning

Dan J. Hartman, PWLF
Director of Public Works
City of Golden, Colorado
Member, APWA Leadership and Management Committee

“Give them trust, allow them to succeed and mentor them when they fail. This will set you firmly on the road to building a strong and sustainable public works empire in your community.”

Genghis Khan had a reputation for recognizing and developing talent, regardless of where he found it, as he built the largest empire that the world has ever known. One of his most trusted generals, Jebe, was once an opposing soldier who shot Khan’s horse out from underneath him during a battle. After the battle, Khan had Jebe brought before him to ask if he was the one who had killed his horse. Jebe admitted that had killed the horse, and expected to suffer a quick death for doing so. Much to his surprise, Jebe was offered an army general position in the Mongol army if he agreed to pledge his allegiance to Khan.

Genghis Khan put absolute trust in his generals, such as Muqalil, Jebe and Subutai, and regarded them as close advisors, often extending them the same privileges and trust normally reserved for close family members. He allowed them to make their own decisions when they embarked on campaigns far from the Mongol Empire capital Karakorum. Genghis Khan expected unwavering loyalty from his generals, and granted them a great deal of autonomy in making command decisions.

Why are these traits important to a public works leader today? Well, not only are they excellent examples of leadership that are as relevant today as they were in the 12th century, they show the importance of seeking talent and then providing that talent with the trust, opportunity and support needed to succeed. That is what succession planning is all about.

Over the years, I have had debates with employees and peers about the importance of investing time and resources into training employees throughout the organization. I believe it is important for employees to be ready to move into a new position should the opportunity arise. The argument against doing this is that more often than not the position will not open up in a timely fashion, and the employee will take the training and skills that we provided to an opening in another department. Those who make this argument believe that the time and money spent on this employee would be wasted because the skills acquired were never put to use by our department.

I disagree with this argument. I think that it is critical to develop

Membership Dues

The 2014 membership dues rates are now posted online. To view, sign in, then go to the Member Tools section and click on “2014 Membership Dues Rates” near the bottom of the page. These rates will be effective for new members joining after January 1, 2014 and for renewal of any memberships which expire between January 1 and December 31, 2014.
our employees even if they end up going elsewhere because we benefited from their additional competence while they were with us. Perhaps the biggest unseen benefit of identifying and training those employees who want to advance is the effect that it has on morale. There is little that you can do that will boost employee morale more than paying attention to them, valuing them as individuals and valuing their future. This alone is reason to get after it.

Identify Positions
So what is it and how do we get started? First, succession planning requires you to identify the positions in your organization that trained staff can move into. Next, you will need to define the skills that will be required to fill those positions, which will serve as development plans for the positions. This can be done for positions throughout the entire organization.

I would suggest that you start by identifying critical positions that would be problematic if left vacant for long periods of time and positions that are unique to your organization which are best accomplished with local knowledge and experience. It often becomes problematic when one person has all of the institutional knowledge that is not recorded or shared. Finally, identify positions in your organization that require special skills that would be hard to find in a normal candidate pool.

Create Development Plans
Now you need to create development plans around the positions that you have identified. These are simply training programs that will provide the skills and initial experience needed to succeed in the identified positions.

Identify Talent
Next, look for talent, like the talent Khan recognized in Jebe when he shot Khan’s horse. When you see talented people take the time to get to know their goals and aspirations. I have known some very talented people that were quite content with what they were doing, and had no interest in advancing. There is no problem with people being happy and very good at what they do, and your best course for them will be to keep their skills and motivation high for what they are doing.

Create Succession Plans
When you do find talent and desire, you are now ready to develop specific successions plans that will provide that individual with the skills, experience and confidence necessary for new positions. The plan needs to be focused and written. In our case, elements of the succession plan are always included in the individual’s goals, making achievement part of their annual review.

Mentor, Train and Review
It is the responsibility of the supervisor to mentor, train and to provide practical experience around the stated goals. I want to stress that training must include experience in the position as well as trust to make decisions and choices. Failure is a learning opportunity, and the employee should never incur blame. The mentor’s job is to coach and ensure that the employee is never put in a position where failure would be unrecoverable. The mentor should also be careful not to insist that things be done “the way we have always done them.” The result is what matters, not the method.

I have also found many employees that not only have talent, but have the desire to accept new challenges. I have an extreme example of this type of person with someone who we originally hired as a member of our utility maintenance crew. This individual showed talent with pumps, electronics and general machine work, and had a strong computer aptitude. We began training him to maintain our pump stations, water tanks, reservoirs and SCADA systems. As he did this he also showed an aptitude for and curiosity around our water rights. We spent time having our water rights consultant teach him about Golden’s water rights and how they work in Colorado’s water rights system (for those of you who don’t live in the west our supplies are limited, water is very valuable and its use is regulated by a very complex set of legal rulings). This individual now serves as the city’s Water Resource Specialist, one of the highest ranking positions in the city. We coupled talent with interest and opportunity, and we have benefited greatly.

Albert Einstein said, “I never think about the future. It comes soon enough.” This outlook may be okay when looking at the universe, but it could be deadly for your organization. This is particularly true in terms of the key people in any organization where the future comes all too soon. I prefer when he said, “Sometimes one pays most for the things one gets for nothing.”

So get to work identifying and training talent. Give them trust, allow them to succeed and mentor them when they fail. This will set you firmly on the road to building a strong and sustainable public works empire in your community.

Dan Hartman can be reached at (303) 384-8150 or dhartman@cityofgolden.net.
Orientation, training, mentoring and professional development

Don Bruey
Retired Director of Public Works
Ogden, Utah
Member, APWA Small Cities/Rural Communities Committee

What is the difference between an average or even a good organization and a great one? What is it that makes a high-performing, self-directed team? Why do some organizations fail in the face of adversity while others thrive? After all, we all live with the same external regulations and mandates. We all live with the same realities of budget constraints and at times political misdirection that dilutes our focus and efficiencies. We all have access to the same technologies, equipment and knowledge base.

After decades of experience I firmly believe it’s the people that make the difference. More specifically, it’s how we treat the people. I think we all can agree that we try to hire the best people that we can but the reality is that we are not all “A-Players.” Yet we have a plethora of examples where great companies achieve extraordinary results with ordinary people. How do they do it?

One can quickly point to organizational culture. Organizations that set high expectations have a much better chance at achieving a higher level of performance than those that do not expect more of their people. That’s transparent. It is the result of a self-fulfilling prophecy. You never get more from your people if you expect less. But expectations alone are not enough either. That is just dangling a carrot from a stick in front of the donkey. If the donkey never gets a bit of the carrot, eventually it will stop pulling the wagon. The old Theory X or “KITA” style of leadership does not work either. Coercion and treats will not produce quality work. So what does it take to get extraordinary performance out of ordinary people?

To begin with it starts with relationships. Relationships are the basis for organizational culture. If you want a great culture you start by building great relationships. I am not talking about the touchy-feely human relationship programs of the ’70s. I am talking about developing a strong bond built on mutual understanding and trust between leader and employee. Employees must believe that their leaders have their best interest at heart. So many organizations measure results based on numbers gained from performance measures. Performance measures don’t produce results, people do… or they don’t! If you think of your organization as a fruit tree, we tend to measure success by the number and quality of fruit the tree produces. If all we do is spray for bugs on the fruit and ignore the roots we will never achieve the quality results we seek. We have to nourish the roots first, then check the harvest. Our people are our roots and the real source of quality work.

So where does this process begin? It begins with the hiring process or more specifically with the orientation process. Most organizations make job offers by phone or letter usually done by the HR department. In my opinion, the offers should come from the hiring leader. That offer is the first step in building a relationship between leader and employee. This step is quickly followed by an orientation process and again it is usually conducted by the HR department. It mostly consists of filling out paperwork, watching videos on sexual harassment and getting a copy of or training on the organization’s policies and procedures manual that consists primarily of the “Don’ts and What Ifs” of company policies. How many new hires are assigned a Buddy that is a coworker who makes a call to the new person and introduces him/herself and welcomes the new hire onboard? A Buddy that will meet the new hire at the door on the first day and walks him/her through the process, introduce her to their coworkers, show him where things are located and spend their first lunch period together. Does your orientation process continue past filling out a W-2 form and checking your social security number and driver’s license? How many leaders find ten minutes to meet with a new hire on the first day and welcome them to the team? Does your department or responsible division have an SOP and how is it presented to the new employee? How about an introduction to your safety program, a program oriented towards safety not
what punishment you face should you have a mishap. Nothing says “I care about you” more than a strong safety program couched as an organization’s desire to provide an employee with a safe working environment! Does this spur some introspection into your orientation process? So what is the next step?

During the first year, a new employee usually has a list of training assignments they must complete to pass from new guy to valued employee. That list is usually rote; after all, they have to be equipped in skills and knowledge to accomplish the mission. The first year is critical but not the end game by any means. As you continue to build a relationship with each employee you will find out what motivates them and, no, it is not the same for every person. As a leader, you strive to find each individual’s strengths and passions. If you match them to the organization’s needs you can build both individual goals and an annual training plan to support meeting those goals for both the employee and the organization. Think of the strengths, passions and needs as concentric circles. Where those circles intersect is the individual’s sweet spot and the area that will build team bench strength for the organization. This will also be highly motivating to the employee. Imagine an organization that cares about the individual’s passions and forges those strengths into the overall improvement of the team. Fredrick Herzberg, the “Father of Job Enrichment,” would be delighted.

As employees progress or fail to progress, the next phase of leadership is mentoring. This phase actually breaks down into two phases. The initial phase is coaching. This is about improving job performance and once again, how and what you do depends on your expectations and level of experience the employee has. Certainly we should not have the same set of expectations for a rookie as we do for a seasoned veteran. This requires us as leaders to set clean and meaningful expectations for behavior and performance. We must ensure that these expectations are clearly understood by the employee. When an employee fails to meet those expectations what usually happens is they are the subject of

APWA’s Awards Program recognizes individuals, groups and chapters for their outstanding contributions to the profession of public works. Some of the awards presented include Professional Manager of the Year Awards, Young Leader, Public Works Project of the Year, and Top Ten Public Works Leader of the Year, to name just a few.

Each award is listed on the APWA website. Criteria and nomination forms for the 2014 Awards Program are now available online.

Nominations are due March 3, 2014! Excellence in Snow and Ice Control Award due February 3, 2014. (Electronic nominations only.)

Visit www.apwa.net and nominate your award winners today!
some form of discipline or punitive action. This rarely improves overall performance. In fact it is most assuredly counterproductive and creates an atmosphere of fear in the organization that will significantly diminish the performance of the entire organization. What employee will use their discretionary effort to go the extra mile if they fear reprimand for making a mistake? What needs to happen is a process of “Positive Discipline” where the leader sits down with the employee and reviews the expectation and compares it to the actual outcome. What went wrong? Why did it go wrong? What needs to happen next time? What does the employee need to do to improve their performance? What are you the leader willing to do to help the employee reach those goals? When will those steps be completed? What follow-up will occur to ensure progress is being made? This will build a stronger relationship and replace fear with trust, the fundamental element all leaders must have to be effective.

The higher level of mentoring is choosing those employees who have a higher growth potential. There are many good reasons why this is important. First, the Baby Boomer generation is retiring at an ever increasing rate. With their departure goes many years of experience and corporate knowledge that are not readily replaced. Mentoring is the basic process through which that experience and knowledge is transferred from one generation to the next. It is commonly called succession planning and if you are not actively engaged in this process at all levels of your organization you are at least three to four years behind the eight ball! This builds a stronger team and the bench strength an organization needs to go from good to great. There is one more reason to have a mentoring program; Douglas M. Lawson said, “We exist temporarily through what we take, but we live forever through what we give.”

So what do you need to do as a mentor? The following:

1. Make People Development your Top Priority. Remember no one has ever changed the course of history by themselves.
2. Limit Who You Take Along. Use the Pareto (80/20) Principle. Look at your top 20 percent of employees and search for those who are looking for opportunities. Not everyone is.
3. Develop Relationships Before Starting Out. People follow their leaders first. If there is no relationship or a poor one, they will not follow you very far.
4. Give Help Unconditionally. If you go into it with the expectation of getting something out of it other than seeing your mentee grow you will be disappointed.
5. Let them Fly With You For A While. Never work alone. It will guarantee success.
6. Put Fuel In Their Tank. People will not get far without fuel and that means resources for their continuing growth. Share what you know.
7. Stay With Them Until They Can Solo Safely. Tell them what needs to be done. Do it and let them
8. Clear Their Flight Path of Obstacles. Provide a clear set of directions. Without a flight plan they will get lost. Guide them through the bureaucracy. To succeed the mentee will need a community. Provide it for them. Don’t give them busy work. If you want them to do a good job, give them a good job to do. Communicate honestly. An agenda not properly communicated will hinder the mentee’s success.
9. Finally, Help Them Repeat The Process. Credibility is built over time and it’s a key factor in developing a future leader in the organization.

Conclusion

Years of experience has taught me that to build a high-performing team you need to begin and end with building relationships. You have to know them individually to know what motivates them. They must be equipped to meet the requirements of high expectations. You must have an atmosphere of trust over peace. You accomplish that by removing fear from the organization. Be fair and consistent by providing help and coaching to all team members. Build a career path from bottom to top and be an active mentor to those with growth potential.

Don Bruey can be reached at Dbrueya4@gmail.com.
Developing a talent pool

Dan J. Hartman, PWLF
Director of Public Works
City of Golden, Colorado
Member, APWA Leadership and Management Committee

The 2005 movie *Glory Road* is about how Texas Western College (now The University of Texas El Paso) basketball coach, Don Haskins, begins recruiting from many unusual places. He sends his scouts to inner city playgrounds looking for talent, a move that was not done by traditional programs at that time. This was unusual firstly because traditionally programs were looking for the best high school players, but also because it was prior to the civil rights movement and recruiting black players was not common, especially in the south. The result of Haskins’ courage to look beyond the bigotry and convention of the time was tiny Texas Western College winning the NCAA Basketball championship in 1966 against traditional powerhouse Kentucky. To this day, this is the only men’s national basketball championship won by a Texas university.

I love that story, because it embodies innovation and especially courage, two important attributes of leadership. What can we take from this today to help us develop our public works department talent pool? Well, Don figured that there was plenty of available talent, enough to win a national championship; you just needed to look in the right place. So let’s review places that we can look for talent.

We will start with the traditional places to look for talent, which would be through posting job openings on our web pages, in professional publications, and local outlets—even Craig’s List. These have been the bedrock places that organizations have gone to look for talent when openings occur. While they have merit, they also have limitations. The biggest limitation is that the pool of candidates is limited to the folks that are currently looking either for a job, or to change careers. We need ideas on how to expand the possible talent pool.

The traditional way that communities try to enlarge the talent pool is to hire a head hunting recruiting consultant. This is usually expensive, and typically done for top executive positions. What do we need to do to more economically increase the pool for all positions?

Well, let’s start with the internet and social media. Facebook, LinkedIn and Twitter are some of the places you can start looking for talent. You can also find specialized websites, along with local sites where people post their qualifications. These are good for finding people who may not necessarily be looking, but are keeping their current credentials up-to-date.

Professional networking is perhaps one of the best places to find and recognize talent. Networking provides you with the opportunity to meet talented people that you may want to contact at a later point. A number of years ago we had a very high-level opening in our department and put the position opening out through traditional means. We reviewed the responses that we received, conducted interviews and found that there was not a candidate that wowed us. Instead of accepting the best of the uninspiring candidates, we approached a few of the very talented people that we had

“When you attend meetings, training sessions or are even on construction sites, take note of sharp individuals because you never know when they can benefit your organization.”
met over the years. Two of the people we contacted indicated that they may be interested, so we sat down to discuss the opening, and hired one. Now, nearly 10 years later that individual is perhaps the best and smartest person I have worked with. The important thing is that we did not settle for what we had at first.

When you attend meetings, training sessions or are even on construction sites, take note of sharp individuals because you never know when they can benefit your organization. Years ago we were working on a project with a contractor that had a young employee who was a star at weekly project meetings. Everything he did was always done very well, on time and very thoroughly completed. A few years later we had an inspector position open, and we asked him to apply. We were able to hire a very competent person that we had prior knowledge of, so there was little downside risk simply because we paid attention to talent.

There are plenty of other places where you can find talent: interns, summer or part-time employees or even by volunteering to teach an occasional class at your local college. My favorite place to look for talent, however, is within your organization. I have talked about this in another article in this issue, so what could be easier than working to advance talented people you see in your own organization? It is important that you do not limit yourself; don’t just look, identify talent anywhere in your city, county or district.

The point is you need to keep looking and thinking just like Don Haskins did. I know that many of you have found talent in many other areas, so you should consider sharing your stories. APWA has a couple of easy places where you can do this. First, the Leadership and Management Committee has a Facebook group. You can sign up by subscribing to APWA’s Facebook page and request inclusion to the L&M group. We would love to hear your successes. We also sponsor a “Recognize Your Leaders” article each month. What better thing to share than someone who found a brilliant way to find exceptional talent for your organization, while also recognizing them for their effort.

So get after developing a great talent pool and then just like Texas Western College you can become champions in public works.

Dan Hartman can be reached at (303) 384-8150 or dhartman@cityofgolden.net.
Achieving high performance and retention

Wendy Springborn, MBA
Engineering Services Manager
City of Tempe, Arizona
Member, APWA Leadership and Management Committee

In continuing with Leadership and Management’s focus on aspects of the full employment cycle, this article will address one of the key steps in achieving high performance and retention of your employees.

How do you keep a team motivated? How do you keep employees in general? What is a high performance team and how do you achieve it?

These are questions that challenge leaders on a daily basis. So, let’s start out and define a high performance team. According to Wikipedia, a high performance team can be defined as “a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose, who consistently show high levels of collaboration and innovation that produce superior results.”

In researching this topic, I found many trains of thought as to how a leader would build such a team. One example I found was from an organization in the United Kingdom: KSL Training. They provide in-house training with, among other topics, a focus on management. A member of their team, Kim Larkins, wrote a comprehensive article based upon “Building High Performance Teams” as part of their management training tools. She covers such topics as characteristics of high performing teams, team behaviors, and stages of team development.

Kim outlined what KSL describes as eight key steps that will help to build a high performing team:

1. Develop a diverse team
2. Generate the team purpose
3. Develop crucial processes
4. Share the leadership and accountability
5. Build strong relationships
6. Establish focused communication and review
7. Recognize key milestones and celebrate success
8. Review and learn

My focus for this article is centered on their seventh step—recognize key milestones and celebrate success. What type of recognition do employees respond to? Does it need to simply be a thank-you or does it help to have some types of financial reward as well?

What type of recognition do employees respond to? Does it need to simply be a thank-you or does it help to have some types of financial reward as well?”
Due to organizational restructuring, it was decided to unify the loosely defined recognition programs from throughout the department. In addition, while Tempe was facing its own financial difficulties, the department leadership identified the need to recognize those employees who stepped up to meet the financial challenges and continue to provide the outstanding customer service that we were known for. In July 2011, the City of Tempe Public Works Policy Advisory Committee established Guidelines with goals for an Employee Recognition team to accomplish.

“The purpose is to provide guidelines to develop high performing employees by using a recognition system to energize individuals and teams to use their knowledge, talents, skills and abilities to advance the workforce and/or their profession. The program will be administered timely, fairly and consistently and will recognize and reward individuals and groups for excellence in promoting the City, Department, and/or Division core purpose, values or initiatives.”

The guidelines included the following expectations of the program:

**Promote**
- Positive recognition experience for employees
- Employee value
- Increased job satisfaction
- Employee relations
- Behaviors that are valued
- Partnerships with employees
- Efficiency

**Encourage employees to:**
- Perform their jobs more effectively
- Build loyalty and commitment
- Embrace empowerment in the workforce
- Recognize the link between employee performance and the Department’s ability to achieve its goals

**Improve:**
- Morale
- Attitudes
- Positive feedback

In August 2011, the committee was formed and comprised of thirteen volunteers from various workgroups (field and office staff) and two facilitators. We wanted all levels of the organization to participate in the development of the new recognition program. Within the first couple of meetings, the committee established its leadership and ground rules for operation. Initially the committee used Franklin Covey’s 4DX program for tracking committee member commitments and accomplishments from week to week.

Once the budget was established the committee broke into teams of 3-4 members to take on specific tasks of developing the recognition program.

- **Team 1** was tasked with determining Eligibility (Establishing Criteria) and Awards (What would be Awarded). The process included conducting a survey of Public Works staff.
- **Team 2** was tasked with ensuring the program met the purpose outlined in the guidelines from the nomination and selection processes to establishing program fairness and consistency.
- **Team 3** was tasked with working on setting up the approval process and processing requirements (documentation).
- **Team 4** was tasked with developing communication, training, and ways to promote the program to staff.

Once beyond the formative stage, the committee began researching various recognition programs (past/present) from within city, local benchmark communities, and various public and private agencies from around the country. Once the committee gathered this information, it was clear that establishing a budget was critical. Management was consulted, at this stage, to identify what was the budget for this new program. This allowed the committee to know what they had to work with moving forward. Management allotted approximately $50 per full-time employee, $25 of which was to be made available to the committee and the other $25 for department-wide recognition. This allowed the employee recognition committee to establish an annual budget of $10,000.

It was felt that the committee needed to meet for one and a half hours weekly for the first several months. This schedule was difficult for some field and management staff to commit to; therefore, as time passed, several volunteers withdrew their participation on the committee. Given this minor setback, the committee recruited administrative staff who could represent the same work areas that were lost. These new members were from the same work group; they were able to communicate the wants and needs of the respective areas.

By December 2011, the committee was ready to survey PW employees as to what they would like from a
The questions addressed issues such as:

- Who should be allowed to recognize employees?
- Should teams be acknowledged as well as individuals?
- Who should approve nominations?
- Should temporary employees be included in the program?
- For what acts should recognition be given?

Of the 433 total employees, the committee received 130 responses to the survey which is approximately a 30% response rate.

As a result of the survey and committee research, a multi-tiered approach to the employee recognition program was designed to develop a "culture of acknowledgement" within the department. This approach allowed for various decision makers in the recognition program. The past recognition process (as stated in the survey) appeared to have had either real or perceived barriers, prejudices or abuses. Our new program would create, for each level of recognition, a consistent process to avoid barriers and address the desired flexibility in the types of awards offered.

All employees nominated for recognition receive a certificate no matter the tier level. Nearly all tiers have a selection option that the recognized employee can choose from. What makes the program unique is the flexibility for the program to continue during financially lean times by offering time off as an award versus just gift cards.

The next step was to identify a way to structure the program. The committee elected to identify tier levels which would be named based on Tempe landmarks. All but the first tier includes both non-monetary and monetary awards. Other unique elements included different decision makers at each tier. The award value was based mostly upon frequency rather than a hierarchy. Having different decision makers made the program inclusive at all levels and not just the responsibility of the supervisor. The above chart outlines the different tiers with some definitions below:

- A Supervisor of an employee decides the Papago Awards
- The Employee Recognition Committee decides the Bell Butte Awards
- PEERs (Promoting Employee Excellence by Recognition) decides the Hayden Awards. This is a group of employees within a division/section who interact on a regular basis, share similar job functions, or share common work locations and is approximately 30 employees
- The Director and Deputy Directors for the department decide on the A-mountain Award

The program includes controls to create consistency in recognition. The first control is the criteria for each tier must align with the City/Department goals in order for a nomination to be considered. Secondly, all nominations are reviewed by ERC (with names of the nominees stricken) to ensure consistency regarding the award being recommended. If an inconsistency is found in the nomination, the committee performs a follow-up with the decision maker or nominator to recommend an appropriate award level or request more information. These controls help with perceptions of favoritism, bias or similar concerns inherent to a recognition program.

Evaluation of the program is key for its continued success. The program is evaluated through follow-up employee satisfaction surveys.
surveys (annually) and modifications are made based upon that feedback.

One of the biggest hurdles for the committee has been technology. An initial goal had been to track nominations automatically through an online program. While we were able to develop a form to allow submission of nominations online, tracking all the intricacies of the program proved to be unsuccessful. Consequently the committee members manually perform many entry and tracking tasks using multiple programs (i.e., MS SharePoint, Excel, Publisher and Outlook).

Another challenge has been recruitment for committee participation. The committee openly solicits for volunteers twice a year. Unfortunately, the response has been minimal, so the committee will try recruiting from the award recipient pool.

The formation of this program had been announced during a department meeting during National Public Works Week. The program was publicized at various division meetings, newsletters and e-mails. On July 1, 2012 the new program was launched. In the beginning we had few nominations. There had been some resistance to the changes made; however, as employees became more familiar with how the new process worked, the committee noticed an increase in nominations. Over the past year, 417 awards have been given (some employees have received multiple awards). The feedback the committee has received is proving the program to be a success in addressing both employee needs and wants for recognition while balancing with the Department’s goals.

Wendy Springborn can be reached at (480) 350-8250 or wendy_springborn@tempe.gov; Christina Hoppes, Environmental Quality Specialist, City of Tempe, contributed to this article; she can be reached at christina_hoppes@tempe.gov.
A frequent complaint that is voiced in criticism of government servants, who are the point of contact for citizens and developers seeking permits, is the seemingly nonchalant manner in which they are dispatched to visit the office of another portion of government to fulfill some other regulatory obligation. The government servants are often vilified for simply trying to do their job, serving the needs of the public. While the government servant may feel that they are being helpful in directing the permits seeker along the proper path toward fulfilling their goal, the person being dispatched often takes a Kafkaesque perspective of the act that has transpired.

Although they may have only been sent from one office in zoning to another office in engineering, it is often categorized that they have been bounced between innumerable offices incalculable number of times. While this may occur in some form or another in organizations, a suggestion that is voiced by those who are the subject of that criticism is that such an experience is extremely anecdotal and often told by someone who did not get their way while trying to circumvent a regulation, procedure, or process.

In an attempt to address what we believe could be the basis of the arguments, Bernalillo County, New Mexico, has developed a two-tier solution to the matter.

To confront the criticism of “trampoline-ing” the permit seekers, the county had the option of housing all of the disciplines in one location or setting up a virtual one-stop service. The traditional approach to dealing with the criticisms of “trampoline-ing” the permit seekers has been to attempt to locate all of the potential reviewers of permit documents in one physical location or at least a representative portion of all the reviewing agencies within close proximity of each other. In Bernalillo County, this typically meant elements of Planning and Zoning, Engineering Development Review, and the Fire Marshal’s Office. Within the physical plant layouts that were available to us, there was no convenient place that could make such a gathering possible without constructing an entirely new building designed specifically for that purpose.

**VOSS**

After consideration and brainstorming among the deputy county managers, it was unanimously decided that a novel approach was needed for the first tier of the solution. Since the question about visiting the various departments has only been one of proximity, the answer for Bernalillo County was to remove that criticism of proximity and replace it with available visual technology. County staff was tasked to design and develop a network of virtual offices that would allow...
instantaneous communication between the three offices during major interactions. Research by the county’s IT personnel resulted in the selection and configuration of the hardware needed to provide high-definition teleconferencing. Simultaneous face-to-face teleconferencing interaction amplified with the capabilities of the ceiling-mounted overhead plan cameras that provide view ability of plans, both digitally and visually, gave county staff and the public the virtual experience of being in the same room at the same time. Thus, the Virtual One Stop Service (VOSS) was born in Bernalillo County.

CORR
The county’s second tier to the solution was to implement a program originally dubbed “Big Book/Little Book.” Under this concept, it was recognized that a metropolitan area that is comprised of numerous political jurisdictions becomes a particular problem for plan development for small and medium-sized architectural engineering firms. That is, often the development regulations for each political jurisdiction would be composed of several three-inch binder-sized volumes of rules and regulations. The review of those different binders of rules and regulations sometimes becomes so cumbersome for smaller firms that a tactic of basically letting the smaller political jurisdiction become part of your plan review process is adopted.

In some circumstances, a permit seeker, who is the agent for someone seeking a development permit, will not be in full command of the rules and regulations of a particular jurisdiction. This is often the case in urbanized areas with numerous political jurisdictions. And the agent, who may have many clients that wish to develop in many of those jurisdictions, may have a library full of rules and regulations of the various jurisdictions and agencies. Very few if any of those agents are, or are expected to be, perfectly fluent in all the rules and regulations of what can often be a dozen jurisdictions. A ploy that is often used in this circumstance is for the agent to make his best effort at developing the documents that are to fulfill those organizational regulations. Unless it is an organization for which there is great familiarity, the documents that are developed are usually fairly close to those that would be developed for the one organization for which the firm has the most familiarity. The reason this ploy is attempted is usually that the volume of effort required to ferret out every little detail of difference between the various organizations is often herculean. For instance, neighboring jurisdictions may have slightly different standards for road design that may require decorative and granite curbs instead of standard six-inch concrete curb in the dominant jurisdiction. Unless the plan developer has intimate knowledge of the smaller jurisdictions, he may not pick up these subtle differences.

Agents often simply let the government organization from whom the permit is sought find those differences in their review, red-line
them, and return them to be corrected by the agent. This alliance between the agent and the government organization is usually tolerated if the review is done in a timely manner, the comments are not expensive, and if there is not more than one, or at the most maybe two, correction of comments. When there is more than one review of comments, the agent will typically express to this client that the blame is the process of the reviewing organization, contradictory or obscure regulations, or incompetent regulatory staff who is simply trying to protect his job by not catching all of the inaccuracies in the document in the first submittal.

The approach that Bernalillo County adopted was to acknowledge that the dominant development jurisdiction in the metropolitan area is the City of Albuquerque. And the dominant document for development in the area would be the City of Albuquerque’s Development Process Manual (DPM). This is what would comprise the “Big Book.” A separate document, hopefully much smaller, would be a document that detailed the differences between the DPM and Bernalillo County’s Rules and Regulations. This smaller document, the “Little Book,” was developed and then named the “Comparison of Regional Regulations” or CORR.

Bernalillo County’s two-tier solution of VOSS and CORR has dramatically improved the methods in how we can serve the public.

CORR was just recently rolled out and its effectiveness is still being assessed. However, VOSS is an unqualified success and has succeeded in its mission to provide instantaneous communication in the presence of all relevant documents among all affected departments. Permit seekers no longer have to leave one permitting agency to visit another to resolve permitting conflicts.

Efforts are now underway to expand the functionality of VOSS to possibly reduce the need for personal visits to the reviewers’ offices by allowing offices outside the county’s network to access the reviewer via VOSS directly from their business offices or even from their homes.

For more information on VOSS or CORR, please contact Kevin Grovet, Bernalillo County, Technical Services Department, Public Works Division, at (505) 848-1500 or kgrovet@bernco.gov.

Jarvis Middleton can be reached at (505) 848-1500 or jmiddleton@bernco.gov.
Q “I heard mention of a clean energy fuel that is being distributed in California called Redeem. I understand its purpose is to impact the carbon footprint of communities while utilizing solid waste as a source. Are you aware of this product?”

A Redeem is touted as a renewable natural gas vehicle fuel that is made from waste streams such as landfills, large dairies, and sewage plants. The goal of the Clean Energy Fuels Corporation is to produce and distribute 15 million gallons of Redeem in the first year which should make significant progress towards achieving California’s climate change goals and provide a viable, cleaner and abundant alternative fuel source for the future. Often referred to as biomethane, it is derived from biogenic methane or biogas, which is methane that is naturally generated by the decomposition of organic waste. The company captures and extracts methane gas from its landfills and other waste streams. It is then processed, purified, and sent into the interstate natural gas pipeline and made available, currently, only to Clean Energy customers. Many areas are utilizing the methane from closed landfills to heat their facilities or provide power generation off the grid. The company currently has production facilities in Texas, Michigan, and one coming online in Tennessee, with plans for expansion across the country. It will be interesting to see how the new fuel is accepted and what the measurable results may be. Stay tuned.

Q “I’m a member of the APWA Small Cities/Rural Communities Committee and we are looking for ways that public works staff members, often in rural or non-urban areas, can reach out to their peers who may not be members of APWA. We’d really like to hear from anyone who has a program or meeting or is reaching out to make contact with their peers in other smaller agencies. If someone has an idea to contribute, we would really appreciate it and will be building a Tool Kit to share with our members, as well as chapters and branches. Please send your suggestions to our Staff Liaison, Ann Daniels, and she will see that we receive them to include in our program. We’d really appreciate your help.” – Geoff Benway, City Engineer, Penfield, New York

A Thanks, Geoff. The program you are describing is our Model Outreach Tool Kit and we are, indeed, asking folks to share ideas about various methods of making contact with other public works professionals, and not just at the director level, but methods of training or networking that can lead to better performance of our duties through collaboration. For instance, Eric Pethtel, Director of Public Works, Fishers, Ind., shared a meeting that he has quarterly with his peers in the county. The group is composed of Public Works Directors, Street Commissioners, County Highway Director, Street Superintendent, etc. The group discusses ongoing county-wide collaborative purchasing initiatives, county-wide NIMS compliance projects, etc. “These meetings have been fruitful in fostering relationships with folks I only once knew by name. Now I have their cell and home numbers and can call anytime if I need assistance.” Please do share your ideas with us and, as mentioned, you may send them to me at adaniels@apwa.net. Be watching for the announcement of the availability of the Model Outreach Tool Kit on our web pages.

Q “While attending the APWA Congress in Chicago in August, I heard talk about the Green Roof Movement. I know what a green roof is but I’m not aware of what is called a ‘movement.’ Can you provide some information?”

A Thanks, Geoff. The program you are describing is our Model Outreach Tool Kit and we are, indeed, asking folks to share ideas about various methods of making contact with other public works professionals, and not just at the director level, but methods of training or networking that can lead to better performance of our duties through collaboration. For instance, Eric Pethtel, Director of Public Works, Fishers, Ind., shared a meeting that he has quarterly with his peers in the county. The group is composed of Public Works Directors, Street Commissioners, County Highway Director, Street Superintendent, etc. The group discusses ongoing county-wide collaborative purchasing initiatives, county-wide NIMS compliance projects, etc. “These meetings have been fruitful in fostering relationships with folks I only once knew by name. Now I have their cell and home numbers and can call anytime if I need assistance.” Please do share your ideas with us and, as mentioned, you may send them to me at adaniels@apwa.net. Be watching for the announcement of the availability of the Model Outreach Tool Kit on our web pages.
Late this summer Chicago turned a green roof at the McCormick Place, the largest convention center in America, into its first major rooftop farm. At 20,000 square feet, it’s the largest soil-based rooftop farm in the Midwest. The Chicago Botanic Garden, which maintains the farm through its Windy City Harvest program, believed that taking an already productive green roof and utilizing it to grow vegetables on it could be a great value in many ways. The plan involved adding lots of soil amendment, or nutrients, to the rock medium already in place. The goal of the project is for it to supply the center’s food service company, SAVOR...Chicago, with between 8,000 to 12,000 pounds of food a year, more than 10,000 services. Sounds like a lot but SAVOR serves about three million people a year at McCormick Place. In the first year, Windy City Harvest farmers, which include underemployed ex-offenders, grew kale, collards, carrots, radishes, peppers, beans, beets, cherry tomatoes, and various herbs. These crops were chosen because they are well suited to a rooftop setting and they’re fast growing. Organizers believe that, when it is feasible to do so, you are adding benefits to whatever the green roof already provides: food, space for community gathering and teaching in many cases, increased biodiversity (depending on the roof) and care for the roof—many green roofs fail because they are out of sight, out of mind, and thus, neglected. While there are certainly issues, for instance liability and insurance risk for having people on a rooftop, making sure it’s structurally sound enough to withstand the extra soil weight for production, and that the rooftop membrane is not being compromised, the benefits outweigh the issues, according to the urban farmers. For more information, visit www.chicagobotanic.org/windycityharvest.
Large Volume Pumping Solutions

Griffin Dewatering has applied our experience in pumping and dewatering to be able to control ground and surface water on various projects. With a large variety of methods and equipment at our disposal, we can achieve economical solutions for moving large volumes of water. Our range of projects has included large-flow sewer bypass pumping, lake pumping, coffer cell pumping, and river bypass. We apply our engineering skills, manufacturing capabilities, and professional team to provide innovative, need-based solutions. For more information call Griffin Dewatering toll free at: 1-800-431-1510, or visit www.griffindewatering.com.

Waste management with ClearSpan™ Fabric Structures

ClearSpan Fabric Structures provides energy-efficient, economical structures for a variety of waste management needs. State-of-the-art, USA-made ClearSpan Hercules Truss Arch Buildings feature abundant natural light and spacious interiors without interior support posts to hamper operations. Every Hercules Truss Arch Building is custom engineered to fit the requirements of the specific location, such as snow load or foundation type. With minimal foundation requirements, the structures can be permanent or temporary, and are easy to relocate. For more information, visit www.ClearSpan.com/ADAPWA or call 1-866-643-1010 to speak with a ClearSpan specialist.

PowerPlatform™: The next-generation municipal vehicle

GVM’s PowerPlatform is a multi-purpose machine offering a four-wheel drive mechanical drive train with a 275 hp Cummins engine paired with a 6-speed powershift transmission. The PowerPlatform offers high, 40 mph speed transport, excellent 360° visibility, a tight 20.2-foot turning radius, three steering modes, a 22,000-pound cargo capacity and a 102-inch road legal tire width. This multi-purpose vehicle also offers four-season versatility with multiple three-point hitch attachment options, including snowplows, blowers, brushes, sprayers, spreaders, dumpers, tillers and mowers. For more information, please visit www.snowequipmentsales.com.

Reduce your slip and fall liability this winter with STAND-UP Freeze Resistant Liquid Deicer

New STAND-UP helps facilities mitigate their slip and fall liabilities by completely clearing away slippery ice and snow...
pack from their steps, walkways and ramps. STAND-UP is a great alternative to salt around facilities since it keeps working even after the sun goes down. STAND-UP will not track into buildings, and it will not damage expensive stamped concrete and brick pavers like salt can. For more information, watch a short video of STAND-UP in action at [www.rhomar.com](http://www.rhomar.com) or call (800) 688-6221.

**Polypropylene and polyethylene tanks and pipes from Griffin**

Griffin now offers large volume polypropylene and polyethylene tanks and pipes. Griffin offers poly tanks up to 50,000 gallon capacity. The tanks are structurally strong and dimensionally stable. Produced/installed for applications such as the chemical industry, the oil industry, agriculture, water treatment, pharmaceuticals, the steel industry, petroleum, government and municipalities. For further information, call Griffin Pump & Equipment toll free nationwide at: 1-866-770-8100. Griffin Polytank webpage: [http://www.griffindewatering.com/pumps/storage_tanks.html](http://www.griffindewatering.com/pumps/storage_tanks.html). E-mail: gpe@griffinpump.com. Website: [www.griffinpump.com](http://www.griffinpump.com).

**Weighlog Vue**

Loup Electronics is pleased to announce the release of Weighlog Vue, an all-new wheel loader scale system. This scale system utilizes the latest technology with machine and lift arm inclinometers/tilt sensors and two hydraulic pressure sensors to provide the information needed to display the weight of the material being lifted with unmatched weighing accuracy. The Loup Weighlog Vue uses a seven-inch color touchscreen display that can double as a reverse camera during operation. The display is capable of showing bucket load, target load, customer name, product name, truck number and other information. Load data can be stored via built-in USB or SD card. The Weighlog Vue supports last bucket tip off, automatic speed compensated dynamic weighing, optional printing and a number of wireless options. For additional information, contact Loup Electronics at (877) 489-5687 or visit [www.loupelectronics.com](http://www.loupelectronics.com).

**Setty & Associates: Committed to sustainability**

Setty & Associates, Ltd. has been providing expert building design consulting and engineering services for mechanical, electrical, plumbing, and fire protection systems in public facilities for nearly three decades. Specializing in high-performance buildings, Setty is committed to sustainability, through the careful selection of green materials and renewable resources, and the use of water and energy-efficient systems. With locations in Washington, D.C., Virginia, New York, and soon in the Baltimore metro area, Setty’s LEED-accredited staff leverage Certified Energy Management techniques to develop the most efficient and effective building designs. For more information, please visit [www.setty.com](http://www.setty.com) or call (202) 393-1523.

**EJ water products compliant with Safe Drinking Water Act**

Infrastructure access solutions provider EJ recently reminded customers and distributors that it has been proactive in certifying its line of fire hydrants and gate valves, in advance of a key January 4, 2014 date for the federal Safe Drinking Water Act. East Jordan, Michigan-based EJ is the longtime manufacturer of WaterMaster® hydrants, as well as FlowMaster® resilient wedge gate valves. “Voluntary performance testing was conducted and all requirements were met per NSF 372 and NSF 61 specifications,” said Eric Hoogerhyde, EJ Manufacturing/Engineering Manager. “Our WaterMaster BR250 and CD250 fire hydrants are approved to the NSF standards through UL. And our FlowMaster gate valves are approved through NSF. These products, including current inventories, are compliant with the requirements of the Reduction of Lead in Drinking Water Act of 2011.” For more information, please visit [ejco.com](http://ejco.com).
Post Pulling Made Easy!

Trust the innovators... Not the imitators. Trust...

Construction Accessories, Inc.
937.429.9089 • Sales@JackJaw.com
www.jackjaw.com
Dealer Inquiries Welcome

Easier. Faster. Safer.
1-800-CULVERT
www.culvert-rehab.com

Radarsign offers the only armored radar sign on the market today. Designed from the ground up to be reliable with unmatched viewability, our signs are an effective traffic calming solution and versatile enough to mount anywhere. Beacon solutions also available as stand-alone systems or integrated with our radar signs.

Vaisala - Your Road Weather Partner

www.radarsign.com
678-965-4814 or 679-520-5152
info@radarsign.com

www.vaisala.com

www.safetran.com
CSRS
TECHNICAL RESCUE
510-894-0229

Vaisala - Your Road Weather Partner

www.vaisala.com/roads
Don’t miss this opportunity to advertise in the January issue which focuses on emergency management in public works, including topics such as emergency preparedness, response and recovery; disaster mitigation planning; and critical infrastructure protection.

The deadline to reserve your space is December 6; the materials are due by December 9. Bonus: Advertise and we’ll provide you with a free listing in our “Products in the News” column!

Call Fox Associates (see phone numbers in our masthead on page 2)
UPCOMING APWA EVENTS

International Public Works Congress & Exposition
2014 Aug. 17-20 Toronto, ON
2015 Aug. 30-Sept. 2 Phoenix, AZ
For more information, contact Dana Friddy at (800) 848-APWA or send e-mail to dpriddy@apwa.net.

National Public Works Week: May 18-24, 2014
Always the third full week in May. For more information, contact Jon Dilley at (800) 848-APWA or send e-mail to jdilley@apwa.net.

North American Snow Conference
2014 May 4-7 Cincinnati, OH
For more information, contact Brenda Shaver at (800) 848-APWA or send e-mail to bshaver@apwa.net.

DECEMBER 2013
6-10 American Sports Builders Technical Meeting, San Antonio, TX, sportsbuilders.org

JANUARY 2014
8-11 National Pavement Expo, Fort Lauderdale, FL, nationalpavementexpo.com

When you contact an advertiser regarding a product, please tell them you saw their ad in the APWA Reporter. Thanks! – The Editor

Legend: IFC = Inside Front Cover; IBC = Inside Back Cover; BC = Back Cover
One less paper you have to push.

Lowe’s can save you time and money on your everyday MRO supplies or building materials for your next big purchase. Through our TCPN, WSCA and GSA contracts, you remain compliant, and save time and money with our pre-qualified pricing.

For more information visit LowesForPros.com/Government.
REGISTER NOW!

THE LARGEST WORK TRUCK EVENT IN NORTH AMERICA!

- Over 500,000 sq. ft. of vocational trucks and truck-mounted equipment
- More than 60 programs on industry topics, including upfitting, truck specifications, regulatory compliance, truck OEM updates, and more...
- Newest products from more than 550 exhibiting companies

March 5–7, 2014
Indiana Convention Center
Indianapolis, Indiana

Educational Programming Begins March 4

Call 1.800.441.6832 or visit NTEA.com

Tuesday–Wednesday, March 4–5
- More than 30 educational programs on green developments for work trucks
- Results and insights into fleet deployment of green technology