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The APWA Reporter, the official magazine of the American Public Works Association, covers all facets of public works for APWA members including industry news, legislative actions, management issues and emerging technologies.

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Congress photos by Grant Martin of Grant W. Martin Photography (www.orderphotos.ca)
hank you so much. I am pleased to be here in Toronto with all of you today.

As your new APWA President, and on behalf of the APWA Board of Directors, I would like to say “Welcome” to all who have traveled from near and far—from the U.S., from Canada, and from points beyond. We look forward to several exciting days of learning.

And to our French-speaking colleagues and friends, Bienvenue!

And thank you again to all the hard-working members of the Ontario Host Chapter. Let’s give them a round of applause [audience applause].

The theme for this year’s Congress is “Breaking Boundaries,” which should strike a chord with all public works professionals. The “Breaking Boundaries” theme draws attention to the need for all of us in public works to think differently as we address the critical issues facing our communities, the state of our infrastructure, livability and sustainability.

Over the past few years, there have been a number of industry reports and studies that have focused on the sorry state of our infrastructure and our investment and its negative impact on our economy and our citizens’ well-being. Among those are “Making the Grade” from the U.S. White House Council on Environmental Quality, outlining the innovative ways that the U.S. federal government, industry and other stakeholders can work together to solve this crisis. APWA was a voice in the discussion, and we intend to continue to be engaged as solutions are promoted.

The “Canadian Infrastructure Report Card” of 2012 provided an assessment of the condition of municipal infrastructure and the state of infrastructure management in Canada. CPWA was a key partner with three other groups to shine the light on these needs, and we continue to be front and center as the Report Card is in the process of being updated in the year to come.

Also, the “2013 Report Card for American Infrastructure” presented by the American Society of Civil Engineers reminds us of the $3.6 trillion necessary investment in U.S. infrastructure.

It is an often discussed and debated topic in the U.S., Canada and elsewhere, but what are we doing to take the challenge?

In Canada, CPWA and our members have been a strong and consistent voice as the government in Ottawa...
move forward with the new Building Canada Plan. Support for the plan, a 10-year, $14 billion effort that focuses on economic growth, job creation and productivity to enhance and improve Canada’s infrastructure, is but one example of how we can be partners and make a difference.

In the U.S., APWA actively supported the passage of the Water Resources Reform and Development Act in recognition of the critical importance of water projects to our communities and our quality of life.

Earlier this month, the U.S. Congress passed, and the President signed, legislation to continue the flow of federal funds for transportation-related projects, at least until next spring.

It goes without saying, but I will say it—this is a critical time for infrastructure and public works in North America and around the globe. It will take all of us to achieve the crucial solutions needed as we change and adjust to the challenges of the twenty-first century.

APWA and CPWA strive to be on the leading edge of public works and infrastructure, and the APWA Board of Directors is committed to that tradition going forward.

I am often asked what my goals and priorities are during my year as president. The answer is very simple. I have no particular agenda. My priorities are the same as APWA’s, and that is where I will focus my energy.

During this past year, the APWA Board of Directors reviewed and reassessed our Strategic Plan, and adopted

“The price of the democratic way of life is a growing appreciation of people’s differences, not merely as tolerable, but as the essence of a rich and rewarding human experience.”

– Jerome Nathanson (1908-1975), former Senior Leader, New York Society for Ethical Culture
priorities for the coming years. We are not making dramatic changes—we believe we are on the right track and are delivering value—but we have set three primary strategic priorities for this and the coming years. They include support and strengthen our chapters; advocacy for public works; and education and professional development.

I am pleased to report that we have taken a significant first step forward to strengthen and support our 63 chapters and the organization by creating a new Council of Chapters.

The new Council is a restructuring and refocusing of the House of Delegates. The first meeting of the Council was held yesterday and we are excited about what lies ahead.

Second, we acknowledge the need for a strong voice for public works in the U.S. and Canada, in states and provinces, and locally. We will continue to be the voice for public works on legislation, regulations and other initiatives. We will also promote the needs of our communities and recognition for our public works profession.

Our third priority is education and professional development. Part of “Breaking Boundaries” and advancing innovations in infrastructure is how we manage our public works assets. We have approached our jobs with sustainability in mind, but now there is a heightened awareness about asset management and sustainable infrastructure.

We need to think about our communities from the standpoint of not simply surviving, but the ability to thrive in the future. Designing and constructing our infrastructure for a long life and with sustainability principles in mind is critical.

On another note: Our leaders have changed and will continue to change. I am pleased to see so many young people now fully engaged in APWA and our profession. In the past, public works directors like myself often learned by those around us. We learned from the other leaders by immersion—we have on-the-job training.

In these times, the profession must emphasize professional leadership through education, knowledge and experience. Credentialing our future
leaders is extremely important as leadership skills are critical to our personal and organizational success.

As APWA and CPWA members, each of us and our agencies has a wide array of professional development and educational opportunities available. Every chapter is delivering some type of professional development program, and there are now 16 approved chapter-related Public Works Institutes.

The APWA Donald C. Stone Center for Leadership Excellence in Public Works is the place to go for training, instruction and education for all public works professionals. It is an integrated system with progressive educational experiences that may lead to important credentialing in our profession.

The challenges facing public works professionals are becoming more and more complex each and every day. To meet this end, we must work together as we have come together for this Congress in Toronto. Congress has so much to offer for each one of us. Don’t miss a single opportunity to grow and learn. We are all working hard to find new ways to make our communities healthier, and this is a great place to start.

Learn about something you are not currently engaged in—you never know what responsibilities you will have in the future. And don’t miss the Exposition! This is your chance to learn from the experts on resources that are available to you to improve the way your agency performs.

We are all working together in Toronto, Breaking Boundaries!
R 5021, the Highway and Transportation Funding Act, goes into effect on October 1. President Obama signed the bill into law on August 8 after it passed the Senate by a vote of 81-13 and the House by a vote of 367-55. The law “patches” the Highway Trust Fund (HTF), extending its programmatic authority and keeping it solvent through May 31, 2015.

The $10.8 billion law generates $6.4 billion from changing pension accounting practices and $3.5 billion from extending customs fees through 2024. Additionally, HR 5021 transfers $1 billion from the Leaking Underground Storage Tank Trust Fund (LUST) to the HTF. Altering pension accounting practices is not a new tactic. Congress previously employed the method to finance MAP-21 in 2012 and the December 2013 budget agreement.

During the summer, the Highway Trust Fund was at risk of insolvency putting thousands of jobs and federally funded construction projects around the country at risk. In July, the Congressional Budget Office (CBO) stated that without congressional action, the trust fund would not be able to support any new highway or transit investment when the 2015 fiscal year begins October 1 and that it needed at least an additional $8.1 billion to stay solvent through the end of 2014. Passage of HR 5021 stabilizes the Highway Trust Fund (HTF) in the short term and ensures the U.S. Department of Transportation will not have to ration federal funds for already approved projects.

Despite the averted crisis, APWA and many other groups are continuing to call on Congress to revisit transportation funding in the “lame duck” session and address long-term, multi-year needs. The Highway Trust Fund, which provides funding for federal-aid transportation projects, is currently funded by an 18.4-cents-per-gallon gas tax that has not been increased in 20 years. The Highway and Transportation Funding Act represents the 28th time in the last six years Congress has passed a short-term extension or budget measure in lieu of a multi-year surface transportation authorization.

Transportation and Infrastructure Committee Chairman Bill Shuster (R-PA) released a statement on the bill praising its passage, but emphasized the need for a longer term solution, saying, “This bill in no way precludes Congress from continuing to work on addressing a long-term funding solution, and a long-term reauthorization bill remains a top priority for the Transportation Committee. However, this legislation is the responsible solution at this time.”

APWA continues to promote and advocate for a long-term, well-funded, sustainable solution for transportation funding.

Tracy Okoroike can be reached at (202) 218-6702 or tokoroike@apwa.net.
Vernal City is a relatively small city in eastern Utah. The economy is built around oil shale, natural gas, and other natural resources. As the oil fields boom, so does Vernal. Local government officials have done a great job making sure that the economy stays strong even when times are tough in the oil fields, and as a result Vernal City and its surrounding areas have received a significant amount of population growth over the last several years. This growth has, likewise, triggered a significant amount of growth in construction over the last several years.

As construction throughout the city has increased, there has become an increased need for inspection on various projects. It used to be that Vernal City would hire outside engineering companies to handle inspections on major projects such as road rebuilds or waterline replacements. However, much of the smaller projects like sewer lateral replacements, minor road cuts, and sidewalk work had been getting overlooked. This resulted in unnecessary damage to city infrastructure. Rough roads, settling trench cuts, and poor sidewalks were becoming more and more apparent and numerous. The Public Works Department did their best to compel contractors to honor local specifications, but other duties and responsibilities made it impossible to inspect every job site. However, as problems continued to escalate, it was decided that I would be given the job, as a member of our Public Works Department, to start inspecting these areas and try to cut back on some of these issues. In the beginning, this was only a part of my duties with the department. However, it quickly became evident that this was a full-time job, and I was unable to dedicate the time needed to fulfill the tasks that went along with all this new construction. I had to continue to fulfill other assignments and jobs, and when I had time I would try to get in what inspections I could. It was clear that more work was being done than we could inspect, and that the city could no longer operate this way without their infrastructure suffering as a result.

City management recognized this problem and saw a need to make some changes. The City Council agreed, and I acquired the position of City Infrastructure Inspector in October 2012. After researching...
different certifications and trainings, it became evident that APWA’s Certified Public Infrastructure Inspector (CPII) program would be best suited for the work that I was to do. So along with establishing this new position within the city, a task requiring much time and effort, I also took on the daunting task of studying for my certification. These combined consumed my every waking minute. After several months of studying and applying what I had learned, I took and passed the CPII exam and became the first and currently only APWA Certified Public Infrastructure Inspector in the state of Utah.

Although I now do the vast majority of inspections in the Vernal area, the Public Works Department still assists in the inspection process when necessary, and we have developed good communication skills to help the program continue to run smoothly. The transition has gone effortlessly and local contractors have accepted the fact that all of their projects need to be inspected. This policy was in place before, but due to the lack of time and crew members in our Public Works Department, many of the projects were getting missed. This is no longer a problem. Although it keeps me constantly running, I am proud and happy to help in advancing the infrastructure throughout the city.

I continue to promote this program and certification to my peers throughout the state and know of others who are now in the process of getting certified as well. I learn best as I immediately apply newly gained knowledge, and APWA’s CPII program has allowed me to do that. It has also given me the resources necessary to answer questions and receive help when needed. The knowledge that I have gained and have been able to apply directly to my job has been instrumental in establishing a successful inspection program throughout the city. I truly love my community and I am grateful for the knowledge that I have gained to help Vernal City improve and grow.

According to the U.S. Census Bureau, Vernal was the fifth fastest growing micropolitan city in the United States in 2012, and the sixth fastest growing in 2013. Economists believe the city will continue to grow at this fast-paced rate for many years to come. Due to this growth, it is still somewhat overwhelming for one inspector to fulfill all these tasks, but as the city continues to grow we hope to continue to improve our inspection program and add inspectors as budgets allow. As the population of our city grows, it becomes more essential that our knowledge and training grow with it, creating a dynamic program capable of adapting to the needs of our community. Albert Einstein said, “Intellectual growth should commence at birth and cease only at death.” As a city, then, we will continue to use APWA and its certification programs to assist us in our intellectual growth, just as I, personally, will continue to use the knowledge I’ve gained to fulfill my responsibilities and help improve the infrastructure in Vernal City.

Clint Morton can be reached at (435) 789-2271 or cmorton@vernalcity.org.
Help! My boss is making us do the APWA Self Assessment!

Carol Griffith
Accreditation Project Manager
Public Works and Transportation Department
City of Arlington, Texas

Look elsewhere for descriptions of the benefits of the APWA Self Assessment and accreditation process; let’s talk about how to get it done. Has your boss decided that your department will be accredited? Are you completely against the idea? Do you see no point in it? Are you worried about your ability to do this seemingly foreign, document-filled process that’s different than anything else in your job? This article is for you.

Having worked through accreditation and reaccreditation for the City of Arlington, Texas, I’ve combined a look back at the process into these words of advice. I hope they will help you do the Self Assessment with minimum time and negativity.

1. Decide this is not going away and just knock it out. The person who was most cheerful about the Self Assessment process was the one who realized early on that this was definitely going to happen because the big boss said so, and he might as well work quickly. He went first, finished his statements, got new processes in place, and was done with it—a couple of years before his coworkers who dragged it out over time and suffered more.

2. Divide the statements by topic and assign each statement to a specific writer and a specific reviewer. Then each person knows exactly what is his or her responsibility. Set the assignments to match your department. Just because the graffiti removal statement is in the streets chapter doesn’t mean the streets person has to write it. If most graffiti in your city is in the concrete drainage channels, give that one to the staff member writing the bridges or stormwater chapters.

3. Set deadlines over a two-year period. If you’re the project manager, give each person a deadline to have their entire part done, and spread the deadlines over two years. Sure, you will hear jokes from staff about scheduling them more than their wives, but deadlines help people get work done, and spreading them over two years means that no one suddenly has to review 100 statements in a few days just to make the deadline for submitting final documentation to APWA.

4. Give your staff time to work on this. People in public works tend to be focused on getting the practical work done that is right in front of them. This means they will put off writing down information for the Self Assessment because there is always plenty of “real work” to be done. If you are a supervisor, let your staff know that they are allowed to set aside four hours at a time to work on the Self Assessment—every week until it’s done, if necessary. This actually is “real work”; it’s just different than the daily grind.

“While you’re going through this process, keep an eye out and your mind open for benefits or lessons for yourself and for the department.”
5. Be considerate of the next person down the line. In Arlington, we set it up so that one “subject matter expert” was responsible for writing the statement, and then a different one was responsible for reviewing it to make sure it completely and accurately stated how we do business. In addition, the accreditation project manager reviewed each statement to see if it answered the APWA requirement and provided enough documentation to demonstrate our real work. If you are a writer, realize that the people reviewing your work need time to do it, and meet your deadline.

6. Set aside four hours at a time. Hand off your regular work to someone else to respond to emergencies, shut off the phone, close your door, and work on the statements. Seriously. This takes concentrated thought, and no one can get it done with the normal interruptions of a regular work day. This process involves the whole department—some people in writing and reviewing statements and creating standard operating procedures, and some in shouldering an additional workload so the other people can write and create.

7. Set up the simplest processes possible. Some of the statements will cause you to change the way you do business. You may have to set up new procedures, or completely revamp what you’re already doing. In those cases, keep it really simple. It is very easy to sit in a meeting and come up with ideas for a fancy process that seems like a good idea at a time—and then no one has the time or energy to implement it. Have the people who actually do the work come up with the new process that meets the APWA standard. And make it ridiculously simple.

8. If you don’t have the respect of your coworkers, at least create your own self-respect. In some cities, management or administrative staff may have a totally different view on the value of the Self Assessment than you do—that is, maybe they think it’s positively wonderful and disrespect you for thinking it’s a pile of crap. Well, disregard what they think of you, and just get the work done. Then you can have your own self-respect from having done good work no matter the task. You do that in your regular job every day.

9. Do not be shy—go ask other people in your organization what they do and why. Many of the statements refer to the same process that’s done by different segments of the organization, and as writer you must describe how each division does the job. If you’re in the Street Division, you may never have talked to Facilities about their safety program. So what if you don’t know. Just call people or stop by their office, and ask them. They have their own APWA statements to work on and you can commiserate—and trade information.

10. Ask for help. Each of us comes from our own work experience, and a statement assigned to you may just not make sense compared to what you know. It is hard to understand what some of the statements are requiring. Find someone in an accredited city who has worked on that statement, and ask for help. The APWA website has a list of accredited cities and the project managers—call that person and ask “who worked on statement X?” They’ll put you in touch with that person. Then you can hear from your peer how they interpreted the requirement. If their organization is not similar to yours, call the next one.

Arlington Crew Leaders Emmitt Johnson and Derick Kellum “buddied up” to talk through each statement. (Check out the magazine and manual on the table – pretty sweet!)
11. **Buddy up.** If you are not good at writing, and you dread even thinking about reading the statements, set a meeting with someone else who is tasked with other statements, and talk through each one. Then write down quick bullet points that list the steps of how you do the work, and gather any books or references that provide the requirements (ordinances, standard operating procedures, MUTCD, etc.). If you know of a staff member who is good at writing, ask them to help you write the final version. This is a department-wide project, and combined effort among people with different talents gets it done.

12. **Look for the benefits.** In some cases, it’s only while doing something—or after doing it—that you can look back and see that good came of it. While you’re going through this process, keep an eye out and your mind open for benefits or lessons for yourself and for the department. Just being open to the fact there might be benefits can help create them.

Sometimes in life you try a new or different activity because you can see beforehand that it will be great; sometimes you just plunge in and do it because your boss says to. Either way, after the fact, you can look back to what you learned along the way. Keep an eye out for how you can benefit as you do the Self Assessment. It may be different than you think.

Carol Griffith’s boss said, “We will not lose our accredited status on my watch,” and so they didn’t. Carol can be reached at (817) 459-6545 or carol.griffith@arlingtontx.gov.
It’s budget time again! You are attending the city council work session watching the City Manager present her budget for the next fiscal year to the City Council when the Mayor interrupts her and says to you, “Mr. Public Works Director – are we spending enough on maintenance and renewal of our infrastructure?” Before you have a chance to respond he asks another question: “If we had to replace all of our roads, bridges, water and sewer lines, public buildings and stormwater systems today, how much would it cost?”

During a recent Click, Listen & Learn session on asset management, one of the polling questions was similar to the second question asked by the Mayor: “How many of you know what it would cost today to replace all of the public infrastructure for which you are responsible?” Not surprisingly, fewer than 50% of the respondents answered yes—and most of them were from large cities. “So who cares,” you ask yourself.

As public works professionals it is our job to educate elected officials and citizens, be advocates for taking care of public infrastructure, and on a daily basis we build, operate and maintain those things that keep our communities running smoothly—roads, water, sewer, drainage and public buildings, among other things. And this can only be done if we know what we have, where it is, and how much it costs.

These four elements are the foundation of an asset management system. According to the APWA Task Force on Asset Management, “Asset management is a methodology to efficiently and equitably allocate resources amongst valid and competing goals and objectives.” More simply, it is a methodology for spending the limited funds you have for infrastructure in order to get the most bang for the buck. How to do this is called asset management system.

We all know (or should know) how many lane miles of streets we have, and how many buildings we have. We see them every day. Water and sewer lines may be a little more challenging because they are often out of sight and out of mind—until something breaks or backs up into the basement. In the old days we had maps that had water lines marked in blue and sewer lines marked in green, and if we were lucky, the valves, fire hydrants and manholes were also marked. With today’s GIS technology, we have the ability to not only show these things on a map, but locate them very precisely and list all the attributes associated with them (size, material, date installed, etc.), including a condition rating. It sounds simple, but for small communities that are used to keeping data on 3” x 5” cards, or in the utilities superintendent’s head, and who have limited or no GIS capabilities, the task can be daunting—but certainly not impossible.

There are a few basic actions that must be taken to be able to develop an asset management system. The first step is to know what you have and where it is located. The use of GIS technology makes locating things easy, but marking maps with colored lines representing different kinds of assets is better than nothing—and when the employee who has been there 30 years and has everything in his head retires, you at least have some documentation.

The next action that needs to be taken is a condition assessment. Most public works officials have heard of pavement management systems.
that assign a numerical rating (often referred to as Pavement Condition Index, or PCI) to pavement sections based on the condition of the surface, the age and thickness of the pavement, and other quantifiable factors. Manholes are also easy to assess because they can be inspected by lifting the lid. Are they pre-cast, or brick manholes? How deep are they? What size pipes enter and leave them? How old are they? All of this data can easily be captured in an attribute file associated with a GIS determined location, or it can be recorded on an excel spreadsheet or even a 3” x 5” index card. What is key is to assign each individual asset a unique identifier so that any time work is done on the asset, the data can be updated.

Once the inventory is complete, and the condition assessment is done, the next step is to determine how much life is left in the asset. This is sometimes as much of an art as it is a science. Engineers are very good at predicting design life, and vendors tend to assume that their products will always be maintained in accordance with the manufacturer’s recommendation. Unfortunately, that is not always the case and knowing the maintenance history of an asset is key to determining the remaining useful life.

The last piece of the puzzle is the big one—replacement or renewal cost. Using the book value that is in the budget book is not the replacement cost. It is normally the depreciated cost, and we all know that prices go up over time—not down. Look at recent bid tabs for road or utility projects in your region to get the best available cost information. Then you can start to put together the asset management plan, or at least articulate the needs.

Let’s go back to the Mayor’s first question: “Are we spending enough on infrastructure?” The simple answer is most likely “No.” Very few communities have the resources to do that. But it’s a bit like the lottery where you have to buy a ticket to win. If you don’t articulate the real needs, backed up by hard data, you’ll never get what you need.

Bob Lowry can be reached at (817) 503-1096 or blowry@colleyville.com.
In June 2012, the City of Junction City, Kans., reassumed the “Core” Public Works Operations back into the City, as a fully operational department (see APWA Reporter, August 2014, p. 40). With it came the aged fleet of various trucks, backhoes, front-end loaders and sanitation trucks.

During this reassumption, Geoff Lewis, Lead Mechanic, was charged with the task of keeping the fleet of 70-plus pieces of rolling equipment operational and within a limited budget. The primary funds for equipment maintenance were through streets, water and sewer, and sanitation operations.

Many of the department trucks were between 7-17 years in age, with aged engines, chassis, dump-body boxes, and salt spreaders. The primary pieces of equipment which were of his initial focus included six five-cyd. dump-body trucks, six salt spreaders, three tool/supply trucks and one large tracker trailer.

Through reviewing his available resources (limited staff—two mechanics, materials budgets and limited shop time), Geoff developed a program in which to retrofit numerous pieces of aged equipment. This entailed the re-welding of the aged salt spreaders, the dump-body boxes, and the repainting of “key pieces” of the City’s rolling equipment. Though his guidance, abilities and forethought he reached out to re-weld the boxes to new, purchased new chain mechanisms and completed the rewiring of the “truck assemblies.” Geoff’s development of the wire harnesses rewiring and fuse relocations, which created easy accessible junction boxes, was so successful that various local truck manufacturers took notice and adopted his methods. Further, this workmanship has resulted in saving the City countless hours on wiring and hydraulic troubleshooting issues.

Geoff was able to rebuild the “core” fleet truck cabs, dump-body boxes and spreaders so much that many of the local citizens, and even the County Public Works staff, thought the City had purchased a fleet of new trucks. His outlook on working from within has resulted in the City saving hundreds of thousands of dollars on new equipment purchases, and allowed the City to address successfully the record 2012/13 snowfall season with limited equipment downtime. Further, his forethought on rewiring assemblies and hydraulic access, coupled with his staff’s welding abilities, has resulted in the City’s ability to meet an immediate need for the forthcoming winters, and has allowed the City to continue with operating much of this equipment until a sound Capital Equipment Replacement Program can be implemented.

Submitted by Gregory S. McCaffery, P.E., PWLF, Municipal Services Director, Department of Public Works, City of Junction City, Kansas
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.**

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- Click, Listen & Learn program (Free to Members)
- Live Conference (Paid Registration)
- Certification Exam
- Web-based training

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/)
Meteorologists had been forecasting rain and cold for several days, but it would potentially be our first winter storm of the year and I marked it with a particular interest. So when the wintry mix finally came the crews were ready to combat the elements, but it was still no surprise when I received a few calls and voicemails about the lack of our storm-combating efforts. The temperatures hovered around the freezing mark in the morning, but the forecast ensured that by mid-morning we would be well above the freezing mark. Overnight the rain turned to sleet and a snowy mix made the roadways slick, especially on bridges and overpasses.

One of the voicemails I could tell was beyond frustration and suggested someone return the call and explain just how on earth our crews could have left the roadways in the absolute miserable condition they were in that morning. Prior to returning the call I decided that I would try to employ the main elements of listening and understanding I had recently learned about.

The first of these is what has now been commonly known as the platinum rule. The platinum rule is similar to the golden rule, which is to do unto others as you would have them do unto you. The platinum rule is that you treat others the way they want to be treated. The slight variation is important because it accommodates the feelings of others and takes customer service beyond how I would like to be treated myself. This concept may seem like common sense but it really isn’t commonly practiced. The second is to respond promptly and appropriately to demonstrate an understanding of the situation or request. Returning a call as soon as practical is great customer service and can help alleviate frustration. Letting the situation stew for days without an answer can bring even more frustration and disappointment.

The last element is to keep an open mind. It is critical to wait for the speaker to conclude before you determine to agree or disagree and avoid making assumptions that the speaker may or may not be thinking. Asking meaningful and descriptive questions during the conversation can confirm to the other person you understand and allow for more clarification. Any inquiries should also be done without putting the person on the defensive. Patience is critical in good listening and understanding skills.

When I returned the call to the resident he asked why we didn’t treat the roadway prior to the storm event. I explained to him that in this particular case we had consistent rain prior to the snow and ice mix so crews opted not to pretreat the roadways with brine as it would only wash the chemicals down the storm sewer drain and be wasted. That would have been a waste of material, time and effort for the crews to be out. We do treat hills and at stop sign areas as well as school
Senior Civil Engineer
Clark County Public Works
Las Vegas, Nevada
$66,331.20–$102,772.80 annually + benefits package

Clark County Public Works is seeking a Senior Civil Engineer for the Design Engineering Division. The position provides day-to-day staff leadership or supervision for civil engineering design projects and programs; performs professional level engineering planning and design oversight of roadway and flood control projects. Responsibilities may include working with staff, consultants and contractors, preparing capital improvement plans, attending multi-jurisdictional meetings, and having input on regional transportation planning.

Education and Experience: Bachelor’s Degree in Engineering AND four (4) years of full-time professional level civil design and project management experience.

Licensing and Certification: Must possess valid registration as a Professional Engineer in the State of Nevada at time of application. If registered in another state, must obtain Nevada registration within one (1) year of date of hire. Possess a valid Nevada Class C driver’s license at time of appointment.

For more information or to view the complete job announcement, visit the link provided below.

The mission of the APWA Donald C. Stone Center for Leadership Excellence in Public Works (DCS Center) is to position public works professionals for the twenty-first century. In keeping with this important goal, the APWA Reporter features a section dedicated to applied research in public works. This section, published quarterly, provides insight into thoughtful analysis of issues and opportunities based on applied scientific research methods as a way of further contributing to the body of knowledge.

Many of the articles appearing in this section will be capstone papers written by participants in the DCS Center Level 3 Public Works Executive (PWE) Program. Other research articles will be selected based on the applied nature of the paper and its relevance to public works.

Researchers interested in submitting articles should visit the website http://www.apwa.net/donald-c-stone/Donald-C-Stone-Center/Public-Works-Research to learn details of the requirements for publication. Articles submitted to the “Applied Public Works Research” section of the Reporter will be reviewed by the DCS Research Council, an expert group of professionals and academicians comprising the editorial board. Depending on the technical aspect of a submission, the Council may ask public works professionals to write a summary to highlight how the research can be applied. These will appear as “Research Application Summaries.” The 150-word abstracts of approved articles will be published quarterly. The full-length articles, as listed below, can be accessed via the link provided with each abstract.

This issue of the Reporter highlights three articles that fit the requirements for this section. The papers were published in the Texas Transportation Researcher, Volume 50, number 2, 2014.

Disclaimer: The views and opinions expressed in these papers are solely those of the authors and may not represent those held by APWA or the entities referred to in the articles.

**TTI Study Examines Policy Implications of Automated Vehicles**

**Source:** Texas Transportation Researcher  
**Author:** Ginger Goodin, Jason Wagner  
**Date:** Volume 50, No. 2, 2014  
**URL:** http://tti.tamu.edu/2014/06/01/tti-study-examines-policy-implications-of-automated-vehicles/

“The widespread presence of self-driving vehicles is still many years away. To manufacturers, those years represent a long and anxious wait to get their products to market. Government decision-makers, on the other hand, might view the wait as a good thing, since they will need all the time they can get to work through the public policy aspects that go along with such a dramatic change in the way we get around.”

**An Old Notion, A New Future: We've Been Automating Vehicles Right from the Start**

**Source:** Texas Transportation Researcher  
**Author:** Kirk T. Steudle, P.E., State Transportation Director, Michigan Department of Transportation  

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When we talk about automating vehicles today, it sometimes sounds very futuristic. Relinquishing driving duties to a computer is a scary thought for some. But one thing to remember is that automating vehicles isn’t a new idea. It began over a hundred years ago with the notion of tying automation to safety.”

**TTI Developing New Automated and Connected Transportation Test Bed**

**Source:** Texas Transportation Researcher

**Author:** Rajat Rajbhandari, Paul Carlson, Mohammad Poorsartep

**Date:** Volume 50, No. 2, 2014

URL: [http://tti.tamu.edu/2014/06/01/tti-developing-new-automated-and-connected-transportation-test-bed/](http://tti.tamu.edu/2014/06/01/tti-developing-new-automated-and-connected-transportation-test-bed/)

“The Texas A&M Transportation Institute (TTI) shares an industry vision where vehicle collisions are eliminated. Vehicles will interact — through technology — with other vehicles, drivers, the infrastructure, pedestrians and bicyclists to prevent crashes. The entire transportation system will be connected in a way that transforms how people live, work and interact. Achieving this vision requires research, development and testing on how vehicles, users, telematics and infrastructure all work together via vehicle-to-infrastructure or infrastructure-to-vehicle communication.”

For more information about this special section of the *APWA Reporter* dedicated to applied research in public works, please contact Mabel Tinjacá, Ph.D., APWA Director of Professional Development, at (816) 595-5214 or mtinjaca@apwa.net.
O Canada! A great show in Toronto

R. Kevin Clark, Editor, APWA Reporter, and Laura Bynum, M.A., Communications/Media Relations Manager, American Public Works Association

The beautiful city of Toronto became the center of the public works world for a week in August as Canada’s second largest city was host of the 2014 International Public Works Congress & Exposition.

“Breaking Boundaries” was the theme as public works professionals from around the world met to learn and exchange the newest ideas and technology at APWA’s annual conference. Held at the Metro Toronto Convention Centre, August 17-20, this year’s Congress provided real-world innovations and solutions to modern public works challenges.

Council of Chapters meets on Congress Saturday
An abundance of activity during Saturday of Congress week included meetings of the various Technical Committees, the Self-Assessment Workshop, and the Center for Sustainability Leadership Group taking place. While the members met, vendors worked in the Exhibit
Hall furiously lugging equipment, scaffolding and tools to construct the interactive exhibits displaying the latest in public works technology and innovation that have become a hallmark of APWA’s Congress.

Also on Congress Saturday, APWA hosted the inaugural meeting of the Council of Chapters (formerly known as the House of Delegates). With direction from a nine-member Steering Committee, the Council of Chapters committees will advise the Board of Directors, the Executive Director, APWA Technical Committees and staff in support of APWA’s mission and strategic initiatives. “During the inaugural meeting, delegates and alternate delegates discussed the next steps for the Council and met with their newly formed committees, which will advise on organizational priorities as identified by the Board of Directors, the Council of Chapters’ Steering Committee, chapters and staff,” said Sharica Smallwood Ware, APWA Chapter Relations Manager. “The Council’s initial eight committees include Membership Recruitment; Public Works Leadership of the Future; Chapter Capacity Building through Mentoring; Infrastructure Financing; Advocacy at the Chapter Level; Congress Participation; Marketing and Promoting the APWA Donald C. Stone Center; and the Presidential Award for Chapter Excellence.”

It’s all about connections...
Congress Sunday began with a rush of attendees registering for the conference or making their way to the early morning meetings. The Ontario Public Works Association’s (OPWA—the APWA chapter in Ontario) volunteers were unmistakable in their red hockey jerseys, strategically placed to welcome the crowd and help everyone find their morning events quickly for a fast start. The First-Timers Meeting kicked the day off at 7:00 a.m., followed by the Fleet Services Open Forum at 8:30 a.m. Next came nine educational sessions encompassing current topics like Efficient Snow Logistics; Emergency Management Best Practices; Implementing Municipal Storm Sewer Pipe Rating Systems; and Key Principles of Effective Delegation.

During the First-Timers Meeting, incoming President Larry Stevens, P.E., PWLF, mentioned that his first...
Congress was in 1980, “probably before most of you were born,” he said. “And like you, I really didn’t know where to go, what to do, or what to expect. And that’s really the great thing about this meeting in that it gives you an introduction to Congress that we didn’t have back then. We didn’t have activities for inclusiveness and diversity, young professionals programs, or emerging leaders programs. Those are all great things that have evolved over the years to help you feel more comfortable, enjoy the process, learn more, and that’s what it’s all about.

The best advantage of APWA may be the ability to peer exchange. Learn from your peers, make new friends, so you can go back and do a better job every day in your lives and in your communities.”

As the Opening General Session began at 10:00 a.m., the stage was highlighted by performing acrobats, followed by “Anita Rhoade,” the comedian who has been a General Session on-stage MC at several of our recent Congresses. Ed Gottko, PWLF, our 2013-2014 APWA President, reflected on his past year as President, discussing the new relationships he has built with members and chapters he visited and worked with throughout the year. He thanked the Board of Directors for their work and dedication, and stressed that professional development and engaging young public works professionals is paramount as we think about the future. “The young professionals are our future,” he said. “Just remember, at one point, believe it or not, we were the young professionals. But the key to our future is engaging our young professionals. Get them involved. Mentor them wherever possible. That’s where the real future of this organization lies.”

After the hand-off of the presidential gavel to the incoming APWA President, Larry Stevens, it was time to introduce the 2014-2015 Board of Directors. But before that happened, what President Stevens didn’t see coming was an onstage appearance by his mother, introducing the attendees to her son through photographs and stories of his life.

President Stevens’ General Session speech reminded attendees of the “Breaking Boundaries” Congress theme, reflecting on the critical issues facing twenty-first century public works in both the U.S. and Canada as infrastructure ages, with replacement
Jennifer Keesmat spoke about Toronto’s "Collaborative Innovation" program during the Opening General Session.

Stevens also discussed the Board’s revised Strategic Plan that highlights three primary initiatives of (a) supporting and strengthening chapters, (b) advocating as the voice of public works, and (c) advancing the professional development and education of public works professionals. Regarding professional development, Stevens emphasized the role of the APWA Donald C. Stone Center’s leadership programs along with the myriad educational opportunities open to APWA members. “In these times, the profession must emphasize professional leadership through education, knowledge and experience,” he said. “Credentialing our future leaders is extremely important as leadership skills are critical to our personal and organizational success.” (See page 2 for President Stevens’ entire speech to the attendees.)

Congress Keynote Speaker, Jennifer Keesmat, Toronto’s Chief Urban Planner, spoke about the city’s “Collaborative Innovation” program. Keesmat described Toronto’s (the fourth largest city in North America) “enhanced urbanism” with development applications as a nexus for transit, building a high-rise city, and significant employment growth. She also proposed a new model for infrastructure that establishes sustainable habitats, builds on shared interests, and emphasizes harder working infrastructure that “embraces complexity,” and can adapt to changing climate and weather patterns.
“A truly smart community integrates urban planning with technological advancement to enhance overall quality of life,” she said. “We face an imperative to better integrate well-designed, higher density communities with smart technologies to make our communities places for people, because a technological quick fix simply doesn’t exist. Technology can accentuate great planning, but it will never replace it. We need to build our cities the hard way—by embracing first principles, and applying them with thoughtfulness and attention to design and detail.”

Following Keesmat’s speech, the Exposition opened its doors with attendees crowding the exhibits of cutting-edge public works machinery and products, as well as the Exhibitor Solutions Theater and There’s an App for That! More educational sessions followed in the afternoon addressing topics like Asset Management, Inlet Inspection Programs, Electronic Management Tools, Ethical Yoga, Social Media and Emergency Management, and the ISI Envision™ Roundtable, as well as Integrating Mobile Reporting, and MAP-21 for Small Cities and Rural Communities.

The Get Acquainted Party was held at the beautiful Liberty Grand Entertainment Complex hosted by the Ontario Public Works Association. Friends new and old connected over good food and beverages in the facility’s outdoor courtyard and ballrooms overlooking a spectacular lakefront view.

**Competence never rests**

The next day of the APWA International Congress, the Toronto weather cooperated with sunny skies while attendees gathered at the Toronto Convention Centre to attend early meetings and the morning’s General Session. Other morning business meetings included the APWA Futures Committee, Engineering and Technology Committee, and the Transportation Reauthorization Task Force Committee.

President-Elect Brian Usher, PWLF, began Monday’s General Session by introducing Chris Hadfield, Commander, CSA and NASA, and former commander of the International Space Station. Hadfield discussed the launching of the U.S. Space Shuttle, as well as his dream and, ultimately the reality,
Chris Hadfield, former commander of the International Space Station, provided the keynote address during Monday’s General Session.

Chris Hadfield, former commander of the International Space Station, provided the keynote address during Monday’s General Session. Through videos and photos illustrating his three space shuttle trips, Hadfield gave the audience fascinating, one-of-a-kind insights into the weightlessness, preparation, and danger involved in the space walks. He also showed video and photos from last year’s launch of the Russian Soyuz space ship from Kazakhstan to the International Space Station, reminding attendees of the extensive preparation and materials needed for space flight.

Hadfield also included plenty of humor throughout his presentation. Referring to the morning of his launch on the space shuttle, he said, “Kind of an interesting morning to wake up. What do you have for breakfast on a day like that? If you have a good chance to fly in space, I recommend you eat something creamy—because you’re going to see it again later.”

During his presentation, Hadfield demonstrated great insight on many aspects of leadership translatable to the public works industry and other professions. “How do you get ready to be the commander of the International Space Station?” he asked the audience. “If someone said to you, ‘In five years we want you to command the International Space Station,’ what do you do first? How do you get ready? For me, my number one priority was to start getting myself competent. No one else is going to do that for me, and if I’m not competent, everybody will see through it and I’ll make bad decisions. Trying to become competent to command this thing [the International Space Station] takes a long time. I served twenty years as an astronaut before they let me command this. And competence never rests. Software changes, rules change, hardware changes—it’s a never-ending process of becoming good at what you’re supposed to be good at.”

Educational sessions on the second day included topics such as 21st Century Project Delivery, Comparison of Stormwater Practices, Abandoned Utilities, Building Champions for Public Works Departments, and Creating Sustainable Places. Other sessions focused on Super Storm Sandy Debris Management, the Role of Public-Private Partnerships, and Your Brain on the Job.

Within the Exhibit Hall, more than 400 companies showcased the 90,000-square-foot display of public works equipment and services.

The same day, the Public Works Historical Society (PWHS) Luncheon was held featuring Richard White, the leading expert on Toronto planning history, who discussed the major public works construction program Toronto had undertaken between 1955 and 1965. The Canadian Public Works Association (CPWA) Luncheon was held at the same time and featured Parliamentary Secretary for Infrastructure, Peter Braid, M.P., who discussed Building Canada and Canada’s New 10-Year Infrastructure...
Tuesday’s General Session speaker, Ian Hill, used a flip chart to help explain his leadership principles to the attendees.

APWA President Larry Stevens presented the Best Single Booth and Best in Show Award to Arnie Frantz of Sycamore USA, Inc.

Plan. (See page 30 for highlights of the CPWA Luncheon and the “President’s Message” from new CPWA President Kealy Dedman, P.Eng.)

Topping the evening was the APWA Awards and Recognition Ceremony recognizing outstanding individuals, groups, and chapters that represent the very best in public works. The final event of the day was the Young Professionals Networking Reception for members aged 35 and younger.

Being a catalyst for pride and responsibility
The third day of Congress kicked off with the Small Cities/Rural Communities Town Hall Meeting. In the morning’s General Session, Past President Gottko introduced the Keynote speaker, Public Sector Advocate and Leadership Development Innovator, Ian Hill, who focused on “A Call to Action: What I’ve Learned about Leadership from the Canadians.” Hill believes that the Canadians have shown great power in their alignment of forces working in the same direction for infrastructure, and stressed that to build a thriving community, there must be great infrastructure. He also asked attendees to be their own advocates, to create an attitude shift where they are located, and called for public works leaders to talk about the “why, how, what” that they do every day for citizens. Ultimately, he asked attendees to align themselves with leaders in their home cities, towns and counties to create a better outcome and cumulatively bring out new ideas to create change.

“Deep organizational pride leads to innovation and creative ideas, increased participation in problem solving, a sense of ownership that creates a ‘the department is a reflection of me’ attitude, and higher morale,” Hill said. “Individuals with a deep sense of pride regularly exceed job expectations, because they ‘own’ their specific task; they live out the spirit of their job description—not just the letter—and they need less supervision. You want to increase organizational effectiveness? Focus on being a catalyst for responsibility and instilling, cultivating and deploying pride.”

More educational sessions followed including APWA Certifications, Building Sustainability into Your Infrastructure Plan, Corridor Redevelopment to Improve Mobility, and MAP-21: The Next Generation.

Recognizing exhibitors
Over the past year, APWA has been working on ways to recognize and better engage one of the most important populations supporting the International Congress—the
exhibitors. Manufacturers and service providers work constantly to improve their products, and to leverage new technologies in support of the public works mission. There is no better place to see these advancements and assess their potential than at the APWA Congress.

In recognition of this, APWA kicked off two new programs in 2014: the Best Booth Award and Best New Product. “The Best Booth Awards were given out to three exhibiting companies that had risen to the top of their peers and impressed our panel of judges by creating inspiring, innovative, sensory and experiential exhibits,” said Diana Forbes, APWA Meeting Planner and Exhibit Sales Manager.

The following three categories were recognized. Congratulations to our winners!

- Single Booth & Best in Show Winner: Sycamore USA, Inc. (www.bigwipesusa.com)
- Medium Booth: Precision Concrete Cutting (www.SafeSidewalks.com)
- Large Booth: EJ (www.ejco.com)

The New Product Showcase was very popular at Congress, where participating exhibitors showcased their new products released within the last year. “As voted by this year’s Congress attendees,” said Forbes, “congratulations to our Best New Product winner: Morbark, Inc. for their ChipSafe™ Operator Safety Shield.”

International partnership agreements signed
Also on Tuesday at Congress was the International Partnerships Meeting, in which APWA and CPWA signed an update to a decade-long agreement with the Institute of Public Works Engineering Australasia (IPWEA, formerly Australia and New Zealand) and a new Nordic Partnership. The goal of both international agreements is to maintain strong partnerships between the respective organizations to enhance quality of life for those we
serve by facilitating the exchange of ideas, information, technology, and management practices involved in the engineering and management of public works infrastructure.

APWA and CPWA recommitted to the partnership with IPWEA, an association of 3,300 public works professionals based in Australia and New Zealand, to connect with professionals in that part of the world and to encourage collaboration and exchange among all of the countries represented by our combined organizations. The Nordic Partnership Agreement includes APWA and CPWA, as well as five European engineering organizations: the Finnish Association of Municipal Engineering (FAME), Association of Municipal Engineering, Denmark (KTC), Swedish Association of Municipal Engineers (SKT), Norwegian Association of Municipal Engineers (NKF) and the Icelandic Federation of Municipal Engineering (SATS). The combined membership of the Nordic organizations represents approximately 6,000 public works professionals. As part of the agreement, they will unite with APWA and CPWA to inform, connect and represent as well as collaborate across the countries to achieve our mutual objectives of serving members, encouraging and promoting member attendance, establishing links and protocols, and enhancing communications between the countries we represent.

**The local and global connections**

On the final day of the Congress program, the rapid pace of events continued with more educational sessions, Workshops/Tours, and the APWA Business Meeting and Board of Directors Meeting.

At Wednesday’s Closing General Session, planetary futurist and best-selling author Alex Steffen spoke about the future of cities and what public works professionals can do to help ensure that future is sustainably prosperous rather than potentially catastrophic.
Steffen stressed the connection that all the actions human beings take affect the entire planet in one way or another. “So at the very beginning, we’re on a planet,” he said. “This single planet that we have is basically, for our purposes, just this thin film of air, water, soil and life, and that’s basically all we have, and all we will have. And we’re a part of that. Planetary thinking involves understanding that human systems relationships are not minor or partial, but in fact there’s nothing we do that doesn’t connect to planetary systems that are ecological, and planetary systems that are human. You know, there’s this whole idea for a long time, ‘Think global, act local.’ But that’s a paradigm that doesn’t really make sense, because every single local decision we make is deeply connected to global decisions, and global decisions are really just aggregates of massive numbers of local decisions. There is no difference anymore.”

Phoenix, here we come
What a terrific Congress in Toronto! From all accounts, attendees and exhibitors had an outstanding time, and despite the natural challenges of hosting the show, the Ontario Public Works Association enjoyed it as well. Now it’s time to set the stage for next year’s show in Phoenix, Ariz., August 30–September 2. Put it on your calendar. Come early to work. Come early to play. The spectacular vistas of the Grand Canyon await with a bounty of public works education to boot. See you there!

Kevin Clark can be reached at (816) 595-5230 or kclark@apwa.net; Laura Bynum can be reached at (202) 218-6736 or lbynum@apwa.net. Congress photos by Grant Martin of Grant W. Martin Photography (www.orderphotos.ca).
Breaking Borders: CPWA Monday at Congress

Gail Clark
Canadian Outreach & Advocacy Manager
American Public Works Association
Washington, D.C.

The IIRT at Congress
At the annual CPWA Monday events held in Toronto on August 18, CPWA hosted 12 international public works and public works association leaders in a roundtable discussion on infrastructure, asset management, and infrastructure financing. Now an annual event, the 2014 IIRT—International Infrastructure Round Table—hosted guests from Canada, the U.S., Finland, Denmark, Sweden, Australia, and New Zealand.

PPP Education Session
Over 50 participants at the CPWA Education Session on Public/Private Partnerships heard from PPP Canada CEO John McBride and Canadian Council for Public/Private Partnerships Director Joanne Mullen on the use of public/private partnerships as an alternative delivery method for infrastructure projects in Canada. McBride noted that PPPs are the preferred method in only about 20% of projects with indicators for success including: complexity of the project,
length of the project, available data/ background, and competitive interest from the private sector.

**CPWA Luncheon**

CPWA was honoured to host Canadian Parliamentary Secretary Peter Braid, MP (Kitchener-Waterloo) for a discussion of the new Build Canada Plan which will provide the largest ($53 billion) and longest (10 years) investment in infrastructure ever. The audience responded with questions for the Parliamentary Secretary regarding eligible projects, approval processes, and stressing that core infrastructure projects should take priority over more cultural venues and sports facilities. The Parliamentary Secretary noted that the gas tax fund gives municipalities the opportunity to choose their priorities. Over 200 Canadian and international guests were in attendance.

**CPWA’s National Public Works Week Award**-winning municipalities were also announced at the Luncheon. Criteria for these awards include events held, education, public outreach, promoting public works as a career choice, staff involvement and appreciation, creativity, and charity. This year’s honors go to the following cities:

**First-Place Awards:**
- Small Centre Award – District of Squamish, British Columbia
- Medium Centre Award – Town of Whitchby, Ontario
- Large/Metro Centre Award – City of Mississauga, Ontario

**Honourable Mentions:**
- Small Centre – City of Moncton, New Brunswick

**Kealy Dedman, P.Eng., installed as CPWA President**

Immediately following the CPWA Luncheon, during the CPWA Board of Directors meeting, Kealy Dedman, P.Eng., was installed as CPWA President for a two-year term (August 2014–August 2016). Dedman is currently the General Manager, Engineering Services/City Engineer for the City of Guelph, and has previously served as Director of Engineering Services for the City of Cambridge. She also has held engineering
positions with the City of Mississauga in Ontario, and started her career as a water resources engineer with Phillips Engineering in Burlington in 1997. In addition to her civil engineering credentials, she also recently earned a Master’s degree in Public Administration from the University of Western Ontario (2014).

Dedman has served as a CPWA Director representing the Ontario Public Works Association since 2011. Prior to her involvement on the CPWA Board of Directors, she served in many officer roles for OPWA, including serving as OPWA President in 2011. Her involvement with OPWA continues and she recently served on the OPWA Host Committee for the 2014 Congress in Toronto. Her presidential address is shown below.

**CPWA President’s Message:**
As I begin my two-year tenure as President of CPWA, it is hard not to look back over my shoulder and be amazed by all that has happened in the past two years. The Government of Canada announced the largest and longest investment in infrastructure ever made and “investment in infrastructure” was in the vocabulary and on the lips of every Mayor and Premier as the nation came to the understanding that infrastructure is indeed the backbone of our economic strength and the core of our community vitality.

It was exhilarating times for groups like CPWA and our stakeholder friends. We were called to join the Prime Minister on stage for the announcement of the new Building Canada Plan. CPWA was invited to join all the Premiers at a joint roundtable on infrastructure in Toronto and worked with other stakeholders on collaborative statements to the Government of Canada on the infrastructure policy that will guide us in coming years.

Oh, and did you hear that the Ontario Public Works Association (OPWA), the APWA/CPWA chapter in my province, hosted the APWA International Public Works Congress & Exposition in Toronto? There was a sold-out exhibit floor and speakers of the caliber of Canadian astronaut, and former commander of the International Space Station, Chris Hadfield. His mesmerizing presentation included enlightening moments that probably had the audience experiencing some of the weightlessness that he must have encountered on his three missions.

As you can imagine, I look at these accomplishments and wonder how we can hope to top these in the next years ahead. But I do know that vigilance is key for keeping things on track and that the “charge” is far from over. As stewards for public works and infrastructure, CPWA knows there

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...to get in the APWA Reporter’s Winter Maintenance issue

Don’t miss this opportunity to advertise in the November issue which focuses on winter maintenance in public works, including snowfighting operations, planning and management; equipment; training and education; and innovative technologies.

The deadline to reserve your space is October 10; the materials are due by October 13. **Bonus:** Advertise and we’ll provide you with a free listing in our “Products in the News” column!

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is still much work to accomplish. In fact, it is in quiet times that you must remember to wave the flag. CPWA continues to advocate for capacity building in areas of asset management and sustainability, to talk with policy implementers about how best to achieve the flexibility we need while preserving the long-term viability of our projects, and to provide the background and research that will help us frame our next consultations, advice, and arguments as the New Building Canada Plan progresses.

And, every day, new issues come to the forefront that we need to take under our wing. Planning for “resiliency” is becoming essential rather than optional, and the evidence mounts that “prevention” is a much better strategy than “response.” Experts tout that every $1 invested in such “pre-disaster mitigation,” or resilience measures—which help communities withstand the effects of extreme weather—reduce the cost of damage from these extreme weather events by $4. As a result, we will all become more accustomed to terms like adaptive capacity, risk-mapping, vulnerability, mitigation, and our vocabularies will continue to expand, along with our list of responsibilities.

It is indeed an exciting time for public works—continuing and new issues abound. And I am very pleased to have the opportunity to work with the CPWA Board of Directors, our chapters across Canada, and other stakeholder organizations to address these issues as CPWA continues as “the voice of public works.”

Kealy Dedman, P.Eng., President, CPWA
At the APWA 2014 Congress in Toronto, Will Allen Dromgoole’s poem entitled “The Bridge Builder” was the theme of the Donald C. Stone (DCS) Center’s Awards Ceremony. This well-known poem was especially fitting for a ceremony that recognized the dedication of so many individuals who are contributing to future generations through their leadership in public works.

APWA President Larry Stevens conferred the Public Works Leadership Fellows (PWLF) designation to twenty-two individuals who will serve as mentors to candidates in the DCS Center Leadership and Management Programs. He explained that by sharing their collective wisdom, these mentors were the builders of the bridges that would support future leaders.

The ceremony marked a significant milestone with the graduation of twelve candidates, including the first Public Works Supervisors, the first woman Public Works Executive graduate, and the first Canadian graduate. Credentials were awarded to three Public Works Supervisors (PWS), six Public Works Managers (PWM) and three Public Works Executives (PWE). As he presented the certificates and pins, President Stevens addressed the graduates, saying “You have completed a course of study that signifies that you have gained relevant public works experience, and that this work, with the help of your mentor, has transformed you as an individual, a professional and a community member. The credential, certificate and pin represent the public works leaders who stand behind you as you lead and move the profession forward.”

Continuing the theme of building bridges, three graduates and their mentors spoke about their experiences as participants in the DCS Center programs. The graduates described how they gained self-confidence and learned to navigate challenges as they worked through their programs with their mentors. While sharing their stories of experience with their mentees over the past year, the mentors gained new insight into the roles of supervisors, managers, and executives. Along with building bridges, the mentors and mentees have built relationships that will continue as lifelong friendships.

The APWA DCS Center congratulates the following candidates on achieving their public works credentials:

- Herbert Blomquist, PWE, Public Works Director – City of Edmund, OK; Thomas Wendorf, mentor
- Deborah Leistner, PWE, Public Works Planning Manager – City of Gainesville, FL; Dennis Randolph, mentor
- Robert Tintle, PWE, Public Works Administration Director – City of Eugene, OR; Vitaly Troyan, mentor
- Dwayne D’Ardenne, PWM, Stormwater Utilities Manager – City of Roanoke, VA; Walter Veselka, mentor
- René LaPorte, PWM, Assistant Public Works Director – City of Haines, FL; Robert Albee, mentor

New Public Works Leadership Fellows with President Larry Stevens (far right), President-Elect Brian Usher (far left), and Past President Edward A. Gottko (standing next to Brian Usher)
• Anne-marie Marshall-Dody, PWM, Senior Planner – Pierce County, WA; Rick Ruiz, mentor

• Dale Metzinger, PWM, Street Superintendent – Town of Kernersville, NC; Joe Johnson, mentor

• W. Lee Perkins, PWM, Transportation Operations Manager – City of Lethbridge, AB; Bret Hodne, mentor

• Gerald Williams, PWM, President Williams Engineering, Inc. – Rexburg, ID; William Sterling, mentor

• Christopher Andersch, PWS, Maintenance and Operations Supervisor, Charlotte County, FL; George Recktenwald, mentor

• Christopher Decoskey, PWS, Crew Leader – Town of Kernersville, NC; Gary Heer, mentor

• William Metzinger, PWS, Central Maintenance Superintendent – Town of Kernersville, NC; W. Chris Thompson, mentor

Joan Awald can be reached at (816) 595-5217 or jawald@apwa.net; Mabel Tinjacà can be reached at (816) 595-5214 or mtinjaca@apwa.net.

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The eighteenth-annual First-Timers Meeting was once again held and coordinated by the Diversity Committee at APWA Congress 2014. The nearly 200 guests were greeted by members of the Diversity Committee, as well as our current Board of Directors and a number of Past National Presidents.

Incoming President Larry Stevens, Executive Director Peter King, and the Ontario Host Chapter’s Committee Chair, Paul Smeltzer, all addressed this early morning crowd with welcoming words and wise tips on how to make the most of “your first Congress.” The Young Professionals Chair, Eric Dundee, also extended a personal invitation to all the YPs to their YP Reception (see review below).

The Diversity Committee’s Board Liaison, Cora Jackson-Fossett, dazzled the crowd with both her insight and her energy. She encouraged all to take full advantage of the educational sessions, get up close and personal with the state-of-the-art equipment on the exhibit floor, and most importantly—and enthusiastically—network with all in attendance. Break out those business cards, Cora’s in town!!

The First-Timers Meeting continues to be a most valuable tool and we are hoping to see as many attendees, if not more, in Phoenix next August.

The seventh-annual Young Professionals (YP) reception was hosted at the Amsterdam Brewhouse located in a 1920’s landmark and historical building along the Toronto Central Harbourfront, providing a spectacular view of Toronto’s Harbour and Island Park. With support from the Board of Directors and sponsorship by Stantec, an international professional consulting and engineering firm and longtime sponsor of the YP Reception, and Coco Group, a Toronto-based paving, asphalt and aggregate company, approximately 120 attendees packed the venue while enjoying local brews, cocktails and a variety of delectable appetizers. According to Ed Gottko, immediate Past President of APWA, the YP event “was a great success…the interest in both the Association and the profession by the YP’s was evident and needs to be encouraged as we move forward.”

The reception traditionally provides YPs the opportunity to break the ice and network with peers within the public works industry. Even though attendees all come from different backgrounds and across North America, the YPs all have one common goal to build connections.
These connections are valuable resources in sharing experiences and seeking advice as YPs grow and develop in the industry. As a young professional and new to Congress, Allison Tyldesley, Halton Region Waste Management Services, mentioned that she attended the event not knowing a single person, but she felt that reception opened a lot of doors, and provided the opportunity to engage with peers, face to face in a relaxing atmosphere. Allison noted that “from the moment I walked into the Amsterdam Brewhouse, it was evident that APWA cares about their YPs.”

Thank you to the YP Network and Staff Liaison Brad Patterson for organizing once again a great event!

**First Time to Congress – a YP’s Perspective:** submitted by P. Andrew Parker, EIT, Assistant Public Works Director, City of Dalton, Georgia; Georgia Chapter

The Toronto Congress was an experience of a public works professional’s lifetime and even more so for a young public works professional.
professional. With Toronto being my first Congress, I wasn’t exactly sure what to expect. The entire experience beginning with the First-Timers Meeting all the way to the Closing General Session was action-packed with events that kept me engaged throughout the conference. I was most impressed with the fact that you could start your day with an amazing keynote speaker, visit the best expo show in public works, attend several quality technical sessions with subject matter expert presenters, and network with other public works professionals all in the course of one day. In my opinion, there is no greater opportunity available for a public works official to develop their personal skill set than at a national APWA Congress.

During my trip to Congress, I made the decision to attend the Young Professionals Steering Committee Meeting on Sunday morning. The Georgia Chapter is in the process of trying to get its YP program off the ground, so I went to the steering committee meeting in hopes of networking with other fellow young professionals and to gain some insight into what other chapters were doing successfully with their YP programs. The meeting delivered on those expectations as I was able to meet some extremely dynamic young professionals from different chapters all over the United States like Washington State, Florida, Wisconsin, Rocky Mountains, California, etc. It was very beneficial for me to attend this meeting, as YP representatives from the other chapters shared some of the things they are doing to successfully recruit young professionals not only to join and participate in APWA but the public works profession as well. Another point of discussion during the meeting was the student outreach effort being prioritized by the YP Steering Committee and APWA as a whole. As the average age of the public works workforce continues to grow, so does the effort to market public works as a potential lifelong career choice to college and high school students who are still trying to determine their pathway into the workforce. It was reassuring to learn that the young professionals and student outreach efforts have been prioritized by APWA and are a focus of the organization’s strategic plan. I was truly impressed with the YP network and all the great things other chapters are doing to engage their younger members.

During Congress, I was also fortunate enough to be able to attend the YP networking event held at a venue bordering Lake Ontario. I took much enjoyment in being able to have an opportunity to network with other young professionals involved with APWA in such a relaxed, casual setting. The atmosphere was conducive to being able to bond with other young professionals and ultimately establish relationships which last beyond the closing session of Congress.

The Diversity Brunch: Mark A. Riley, Supervisor, City of Dublin, Ohio; Diversity Committee; Ohio Chapter

The Diversity Brunch received an eloquent message from Past President Elizabeth Treadway, PWLF, during the 2014 APWA International Public Works Congress & Exposition. The topic was “Special and Unique: Recognizing Diversity When We See It.” A perspective of her own personal experience was shared with passion that gave everyone in attendance an opportunity to reflect on our own personal experience when it comes to diversity, inclusiveness and values.

The unique perspective of Ms. Treadway’s ability to navigate through the male-dominated field of public works is special and was very enlightening. As a woman who became Assistant Public Works Director and not being a P.E., it was not a difficult challenge for someone who understood that she was special and unique—being special because she wasn’t afraid and being unique in a positive way. That experience was a wonderful opportunity of teaching others about themselves and their values.

Ms. Treadway stated, “We have the chance to make a choice every day, our ability to change, and our ability to grow. We clearly have the opportunity to make change in our organization. I am unique but what I did is not unique. I took the opportunity to ensure that the people that I was responsible for and who I worked for all understood the values, interest, principles, excitement, flavor of the community to serve them better.”

To be engaged in a diverse population you must know who you are, learn how to listen. We bring our values from our past environment that
can affect our view on diversity and inclusiveness. It’s about a collective “WE”! Appreciating diversity is based on learning to listen and understanding the diverse fabric of your community. We all were offered a challenge: “Every day we can influence the uniqueness around us, the uniqueness within us, to listen first, truly have a conversation, and be open, and it will change our world.”

**Recruiting and Retaining a Diverse Workforce: submitted by Charles E. Pinson, Diversity Committee; Safety & Accreditation Manager, Anderson County, South Carolina; South Carolina Chapter**

The Diversity Committee’s presentation, “Recruiting and Retaining a Diverse Workforce,” was held on August 18, 2014 at 10:00 a.m. The presentation was well attended. The Diversity Committee members were also the presenters. Charles Pinson, Mark Riley, Catherine Schoenenberger, and Caroline Barlow did an outstanding job covering their respective topics of Diversity vs. Affirmative Action, the Importance of Workforce Diversity, Recruiting a Diverse Workforce, and Retaining a Diverse Workforce.

The common thread throughout each segment was inclusiveness and hiring only the best qualified for the position. Among the great questions from the audience was one that addressed “How do you retain the minority worker if he/she just feels like they ‘don’t fit in’?” Not only did the presenters all advise their tried-and-true methods, the other audience members chimed in as well. The best response suggested to give those that feel as though they don’t “fit in” a sense of empowerment—put them in charge of a certain aspect of their current position, perhaps more responsibility, a leadership role. This opportunity will allow them to grow and to realize their potential as a worker, instead of that “black polka dot on a canvas of white”!

**Special Reminder:** Please make sure you update your personal membership profile, including answering the optional questions 13-16 (see page 10, November 2013 Reporter). Please refer to APWA’s 2013 *Diversity Resource Guide 2nd Edition* and the Diversity Toolbox for more ideas in celebrating the diversity in your chapter.

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