Annual Leadership & Management Issue

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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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On the cover: This photo of the APWA Board of Directors was taken just prior to the Opening General Session at our Phoenix Congress on Sunday, August 30. Bottom row (l to r): Kathleen B. Davis, Director-at-Large, Transportation; Cora Jackson-Fossett, PWLF, Director-at-Large, Leadership and Management; Larry Stevens, P.E., PWLF, Past President; Brian Usher, PWLF, President; Ronald J. Calkins, P.E., PWLF, President-Elect; Tommy J. Brown, PWLF, Director, Region IV, and Mary Joyce Ivers, CFPP, PWLF, Director-at-Large, Fleet & Facilities Management. Second row: Shahnawaz Ahmad, P.E., Director, Region VIII; Richard F. (Rick) Stinson, PWLF, Director, Region I; Harry L. Weed II, PWLF, Director, Region II; Jill M. Marilley, P.E., MPA, PWLF, Director, Region IX; William E. (Bill) Spearman, III, P.E., Director-at-Large, Environmental Management; Chuck Williams, PWLF, Director, Region VI; and David L. Lawry, P.E., Director-at-Large, Engineering & Technology. Back row: Richard T. Berning, Director, Region V; William “Bo” Mills, PWLF, Director, Region III; and Maher Hazine, P.E., PWLF, Director, Region VII. (Photo taken by Christopher Barr of Christopher Barr Photography, Christopherbarr.com)
Building an even more successful APWA

Brian R. Usher, PWLF
APWA President

It has already been three months since we met in Arizona and I assumed the presidency of APWA. At that time, I presented three challenges to APWA members during my opening session comments. These challenges were simple:

• To look at those joining our ranks, regardless of their age, and take time to mentor and educate them;
• To reach out this year to someone in our business and listen to them and learn from them regardless of their age. We can all learn no matter how experienced we are; and,
• To take advantage of all we at APWA have to offer our members.

As your president, I will be repeating these challenges all year, and as you read this and upcoming issues of the Reporter, I hope you will focus on that third challenge. This issue, in particular, is committed to the first two.

In my 35 years of service in public works, there has been one constant: things change. This is a concept many have a hard time accepting; however, I have found that it is something to appreciate and utilize to our collective benefit. Throughout my career I have been blessed through APWA to meet a number of individuals that were further along in their careers than I was who took time to mentor me, and I have had the opportunity to assist those newer to the profession in building their skills and abilities. I did this in hopes that my efforts as a public works professional would live on and continue even as I moved on in my career to new opportunities or new communities. This is the heart of our current need, and the point of my first two challenges: to plan for our future.

Public works professionals are aging. We in the Baby Boom generation find ourselves in the twilight of our time as leaders, much as was experienced four decades ago as we began our careers, and as a profession we are experiencing a loss of our institutional experience we need to face head-on. This period of change will have a direct impact upon our communities. In many of our communities still today the only asset management system in place is the one safely locked within our most senior supervisor’s mind. In many other cases we have to rely on the experiential knowledge of some of our front-line personnel to remind us from time to time what we have maintained in the past. In many cases, the exchange of this information is viewed with disdain as it is difficult for folks to give up their “worth” in the organization: their knowledge. This is unfortunate, and as our profession’s leaders, we need to redirect this culture to that of establishing new value to the organization, the free sharing of knowledge, ideas, and working towards a common goal of benefiting our communities.

This year, the Leadership & Management Committee has written...
a number of articles to help you and your departments in developing ways to implement succession planning in an effective way. This is intended to not only help departments continue to provide quality services, but to provide our organization an ample supply of quality members. As the leaders in public works, APWA needs to lead the way in continuing to groom the leaders of the future.

As part of my challenge to the membership, I shared two ways that you can help in this effort. The first is taking the time to mentor and educate our new members and colleagues. This can be done despite your age and position in your organization by sharing information, and providing direction for a member or members of your staff in their career goals. It may be through assisting them in receiving professional education or resources they would not normally have access to. Or, it could be through the mentorship program that our Public Works Leadership Fellows provide our students in the Donald C. Stone Center for Leadership Excellence in Public Works. However you choose to mentor our next generation, it is my earnest recommendation that you find some way to do so. The mentor and mentee relationship that you will build will not only provide the benefits of your skills, abilities and experiences, but it will help you understand the mindsets, the drives and the opinions of your new and changing workforce. I also think you will find a friendship develop that expands past the roles of supervisor/employee and elder/rookie.

The second challenge was more directed at those that are our mentees. In the past ten years, young professionals have built a solid foundation in APWA, and they have found a great amount of worth and reward from being a part of our organization. To succeed, succession planning must create a culture of continued learning and improvement. I urge those young professionals to seek out quality mentors, meet with them, and listen to and learn from their guidance and their experiences. I also urge you to share your ideas and thoughts. We must all work to learn from each other to ensure a strong, vibrant profession. It is only through understanding our past that we make a better and brighter future.

I see our entire organization moving further into this millennium with a renewed spirit from new members. I also see our organization thriving with the gifts, the knowledge and the experience of those members we have had for many years. In this issue, I hope you find the means, methods and abilities to use both of those traits in your organizations, branches and chapters, to build an even more successful APWA than the one I am so honored to lead today.
This year, Congress has considered legislation integral to public works and emergency management. Below is a summary of the key emergency management legislation in 2015.

**FEMA reauthorization**

Earlier this year, the House Transportation and Infrastructure Committee passed HR 1471, the FEMA Disaster Assistance Reform Act of 2015. If enacted, the legislation would reauthorize the Federal Emergency Management Agency (FEMA) and implement several reforms to the disaster assistance programs.

FEMA’s authorization would last through fiscal year 2018 under current funding levels. Additionally, the bill would authorize the Urban Search and Rescue Response System through fiscal year 2018 and reauthorize the Emergency Management Assistance Compact in the same time frame. Under this legislation, the budget threshold to receive public assistance for small projects would be raised to $1 million. The legislation would also establish rates to reimburse states and local governments for the administrative costs incurred to implement disaster recovery projects, while providing a fixed cap to limit administrative costs. Additionally, HR 1471 would reinstate a three-year statute of limitations on FEMA’s ability to reclaim spent funds when there is no evidence of fraud, waste or abuse. Finally, the FEMA Disaster Assistance Reform Act of 2015 would commission a study on disaster losses, assessing trends and strategies to reduce the dramatically rising costs.

This legislation’s emphasis on reform and cost reduction contrasts with the last attempt to reauthorize FEMA in 2013. HR 3300, the last attempt to reauthorize FEMA, made no additional progress after passing out of the House and Transportation Infrastructure Committee in 2013. However, this time around FEMA authorization is expected to be included in an omnibus spending bill before the end of the calendar year.

**Cybersecurity**

S. 754, the Cybersecurity Information Sharing Act of 2015 (CISA), represents Congress’s attempts to improve collaboration between government and private actors to mitigate cybersecurity threats. CISA would require the government to establish information sharing procedures between government and private companies regarding cybersecurity threats and would provide liability protection to the private companies that comply with these sharing procedures. Legislation that strengthens the nation’s cybersecurity efforts supports public works because digital systems often control traffic management systems, water and sewage treatment facilities, emergency communications, and other vital operations.

As public works employees, you are the owners and operators of critical infrastructure systems and play a key role in mitigation and preparedness efforts. Contact us with your perspectives on how these bills may impact your operations if they are signed into law. APWA will continue to advocate for increased federal funding, training and other resources to ensure that public works agencies can best perform their emergency mitigation, response and recovery responsibilities.

Tracy Okoroike can be reached at (202) 218-6702 or tokoroike@apwa.net.

“*If you reject the food, ignore the customs, fear the religion, and avoid the people, you might better stay home. You are like the pebble thrown into water; you become wet on the surface but you are never part of the water.*”

– American novelist James A. Michener (1907-1997) on Spain
SAVE THE DATE!
Make plans to be in Minneapolis in 2016!

Formerly the APWA International Public Works Congress and Exposition, PWX is a symbol of our recognition of generational trends in the workplace. PWX is not merely a new name for an old program; but a revamped annual event that will incorporate more technology and engage all generations active in the profession. PWX will provide a setting that encourages cross-generational dialogue so everyone can learn and benefit.

Brian Usher
APWA President
Leadership and Management Committee heading down the right paths

The following text is contributed by Bret Hodne, PWLF, Public Works Director, City of West Des Moines, Iowa, and member, APWA Leadership and Management Committee

My how quickly time flies by. It certainly does not seem like two years have passed since I received the phone call from then-APWA President-Elect Ed Gottko asking me to chair the Leadership and Management Committee. I have to admit that I was quite humbled to think that the APWA President-Elect felt I was the person whom he wanted to head up this tremendous group of leaders for our Association. Now that I can look in the “rearview mirror” and ponder our accomplishments, I now know how lucky I have been to have been provided with this opportunity.

I have told Ed on more than one occasion that the primary reason I accepted this role was because of the vision to include young professionals in the APWA committee structure. To provide you with a little more background, the committee I had agreed to chair included not only two other long-tenured public works professionals, but also three younger professionals and past graduates of the APWA Emerging Leadership Academy. To provide you with a little more background, the committee I had agreed to chair included not only two other long-tenured public works professionals, but also three younger professionals and past graduates of the APWA Emerging Leadership Academy. I had in my opinion the “best of both worlds.” Not only did I have the luxury of being able to lean on two of the most professional and knowledgeable APWA members in the business, Vit Troyan and Dan Hartman, but also three younger professionals: Wendy Springborn, Chas Jordan and Hesha Gamble. The enthusiasm, knowledge and leadership this group brought to the table would make anyone proud to have them on their team.

While I have turned the reigns of the committee over to a new chair, I am fortunate enough to have handed this responsibility off to an individual I am certain will excel in this role. Wendy Springborn is a dynamic leader who has worked tirelessly to move many of the committee’s projects forward. Her outgoing personality and “can do” approach are just some of the attributes that define her personality. Along with the other members of this group, I am looking forward to working with Wendy as she leads the committee into the future.

It has been an honor to serve as the Chair of the APWA Leadership and Management Committee over the past two years. Along with our Knowledge Team, this group has accomplished many lofty goals. I would like to thank everyone who has played a part in making the past two years such a huge success. In particular, I would like to recognize our staff liaison, Becky Stein, for her outstanding efforts in keeping us organized and heading down the right paths.

The following text is contributed by Wendy Springborn, MBA, PWE, Engineering Services Manager, City of Tempe, Arizona, and Chair, APWA Leadership and Management Committee

As we move forward with the efforts which were already started by this auspicious group of individuals, I am honored and excited to have the opportunity to continue the educational path we have begun. Our first order of business is to continue finalizing the rewrite of the Public Works Supervisor Manual publication update. Vit Troyan has done a yeoman’s job of spearheading this effort for our committee. We have been fortunate to have help with this update from not only the committee but our LM Knowledge Team and many, many other individuals within the public works profession. Our desire is to ensure that these training tools maintain their relevancy in today’s environment. The current plan is to have the draft complete after the first of the year and then hand it over to APWA staff for the final review and ultimately publication.

Chas Jordan is heading up our effort towards a pocket guide focused on Executive Soft Skills. A Public Works Executive can have all the technical training in the world but it will be the soft skills that will create the most challenges as an individual moves forward in their career. Some of those skills include the following:

• Communicating effectively in writing
• Communication effectively verbally
• Making effective presentations
• Media relations
• Presenting you and your department in positive ways
The hope is to provide additional tools to help public works professionals communicate more effectively with elected officials, the public and the media through various mediums and the overall importance of building a positive image for themselves and their departments.

If that wasn’t enough, Leadership and Management will also be addressing an update for the Public Works Administration (Blue Book). This book addresses the full scope of public works and we will be taking a look to ensure the most up-to-date information is made available through this text.

The committee is honored to have a part in the selection of each year’s roster for the Emerging Leaders Academy (ELA) which was developed by Sue Hann. As a member of the first ELA graduating class, I am excited to see how the program has evolved over the years towards helping to build our leaders of tomorrow. I see many past graduates participating on both the local and national levels for APWA by making tremendous contributions towards the betterment of our profession. This is a program I highly recommend for those departments and agencies who wish to build their bench strength for the future.

With all that we have on our plate this next year, I am equally excited about a process we are working towards that will create greater partnerships between all the other national Technical Committees within APWA. Leadership and management skills touch all facets of public works and it is our desire to partner with a member of each Technical Committee to co-write an article for their month’s publication. Each month of the Reporter is dedicated to a particular Technical Committee and we wish to contribute an article that focuses on leadership competencies needed or identify best practices that could be of help.

So as we move forward, I am thrilled to see what Leadership and Management can do to help achieve the Board’s strategic initiatives of providing professional development, supporting and strengthening the chapters and being an advocate of public works. I wish to personally thank Bret for his outstanding leadership the past two years (I know I have big shoes to fill) and I want to thank everyone on the 2016-17 committee (Vit Troyan, Chas Jordan, Hesha Gamble and Jim Proce) along with Becky Stein (our fearless staff leader) and the countless participants on our Knowledge Team who volunteer their time and creativity. Without everyone’s help, we couldn’t do what we do.

Bret Hodne can be reached at bret.hodne@wdm.iowa.gov and Wendy Springborn can be reached at wendy_springborn@tempe.gov.
Minnesota Chapter welcomes you to the first-ever PWX

Jeannine Clancy, Manager, Community Programs, Metro Council Environmental Services, St. Paul, Minnesota, and Co-Chair, 2016 APWA PWX; Angela Popenhagen, P.E., LEED AP BD+C, President, Stevens Engineers, Hudson, Wisconsin, and Co-Chair, 2016 APWA PWX

The Minnesota Chapter is very excited to welcome you to Minneapolis-St. Paul for the first-ever PWX, being held August 28-31, 2016. For those of you who haven’t visited us before, the Twin Cities are the perfect blend of natural beauty and urban sophistication. Minneapolis has the chain of lakes, the mighty Mississippi, and 200 miles of walking and biking trails within the city limits literally steps from the most vibrant arts and music scene outside NYC, the best shopping in the region and museums among the finest in the nation. While just a light rail ride away, St. Paul, the capital city of Minnesota and the older “twin” of Minneapolis, is home to the award-winning Union Depot, Ordway Center for the Performing Arts, a gangster history within the Wabasha Caves, a flourishing craft beer scene, and Garrison Keillor’s Prairie Home Companion.

During your visit, we hope that you take advantage of all that Minnesota has to offer. The Minnesota State Fair is the second largest state fair in the country. This celebration highlights Minnesota’s finest agriculture, arts, entertainment and all the food on a stick that you can imagine!

Minneapolis is among “AMERICA’S GREENEST CITIES” #3 – Travel and Leisure, 2012

Minneapolis is “FITTEST CITY IN THE U.S. FOR THIRD YEAR” – USA Today, 2013

“Minneapolis is #2 OF AMERICA’S TOP 50 BIKE FRIENDLY CITIES” – Bicycling, 2012


National Geographic Traveler named Minneapolis the #4 best trip in the world in Summer 2011

St. Paul is the “Most Romantic North American Getaway” – USA Today, 2014

St. Paul is home to Mickey’s Diner which was named “American’s Best Diners” – Travel and Leisure, 2013

Visitors will find a lot of must-sees. Here is a quick guide of some of the diverse offerings:

The 11-acre MINNEAPOLIS SCULPTURE GARDEN, where the Spoonbridge and Cherry reside, is one of the largest of its kind and includes more than 40 works of art. It’s also just across the street from the renowned Walker Art Center.

FIRST AVENUE & 7TH STREET ENTRY: Featured in Purple Rain, this Minneapolis classic is still one of the hottest clubs in town. Stop in and rock out to musical stylings from major national acts and local emerging artists. It was named number five in the ClubTop100 Worldwide Rankings by Pollstar, January 2013, and third best large music club by Rolling Stone, April 2013.

LAKE CALHOUN, part of the Chain of Lakes, is a popular site for windsurfing, swimming, sailing and canoeing. More than three miles of trails for walking, jogging, biking and in-line skating encircle the lake with the unique Minneapolis skyline as its urban backdrop. The popular lake is also part of the 52-mile Grand Rounds National Scenic Byway.

STONE ARCH BRIDGE: Enjoy the roaring St. Anthony Falls with a stroll across the Stone Arch Bridge—the only one of its kind to span the Mississippi River. As part of the St. Anthony Falls Heritage Trail, this pedestrian crossing is the oldest mainline railroad bridge in the Northwest. Chronicling Minneapolis’ milling history are the nearby Mill Ruins Park and Mill City Museum.

FLAGSHIP TARGET STORE: This two-story retail hot spot lies in the heart of downtown action, just down the street from Target Corporation’s world headquarters. With a unique escalator for shopping carts, this flagship retail experience shouldn’t be missed.
PADELFORD RIVERBOATS on Harriet Island offer general sightseeing tours that showcase the beauty of Saint Paul and its surrounding areas with a historic narration point out areas of interest along the way. MALL OF AMERICA offers world-class shopping and entertainment.

With five major sports teams, four incredible venues and some of the most enthusiastic sports fans on the planet, Minneapolis is a major-league town. Home to the Minnesota Twins (MLB), Target Field is a 40,000-seat stadium which was awarded LEED-Silver certification, making it the second Major League ballpark in the United States to achieve that status. The stadium also offers a Taste of Twins Territory featuring signature food from local restaurants and vendors.

The Minnesota Vikings (NFL) new stadium home will be complete in 2016 on the site of the former Metrodome. US Bank Stadium is a state-of-the-art facility.

Minnesota Lynx (WNBA) World Champion 2011 and 2015, and Minnesota Timberwolves (NBA), along with concerts and other public events, keep Target Center busy year-round.

Dubbed the “State of Hockey,” it’s only fitting that Minnesota has a beautiful ice arena, the Xcel Energy Center, for the Minnesota Wild (NHL).

Revel in the summer weather at a minor league St. Paul Saints baseball game in downtown St. Paul. The redevelopment of Lower Town to welcome CHS Field is an amazing story for years to come. Always packed with quirky activities like mascot pig races and much more, fans are guaranteed a good time. For college sports, the University of Minnesota is the largest university in the Minneapolis area and is known for its men’s and women’s hockey teams, which play at Mariucci Arena on campus.

Getting to Minnesota is easy! Less than a three-hour flight from most U.S. cities and just minutes from downtown with access to the METRO Blue Line, the Minneapolis-St. Paul International Airport (MSP) is served by 13 commercial passenger airlines at two terminals. A hub of Delta Air Lines, MSP connects Minneapolis to nearly 800 cities in 120 countries. In addition, major freeways in all directions plus ample bus and train service, make getting around a snap! Metro Transit’s light rail transit, METRO Blue Line, connects downtown Minneapolis with the airport and Mall of America. Conveniently serving several stations, including Target Field and Nicollet Mall, along the route, passengers can easily get to and from all of the area’s popular destinations. The new Green Line connects visitors to Saint Paul. The Metro Transit bus offers a handy, low-cost way to get around. Fares range from $0.50 to $3, depending on time of day and route. Take a bus up and down Nicollet Mall and to the Minneapolis Convention Center for free; simply watch for the “Free Ride Bus” sign.

We look forward to welcoming you to Minnesota!

Jeannine Clancy can be reached at (651) 602-1210 or jeannine.clancy@metc.state.mn.us; Angela Popenhagen can be reached at (715) 386-5819 or apopenhagen@stevensengineers.com.
Creating and strengthening connections between and with the more than 1,200 members who serve as chapter and branch leaders is the core principle for the Chapter Relations Department. The staff team is dedicated to working with volunteer leaders to ensure resources, services and knowledge sharing opportunities are in place to build each of APWA’s 63 chapters’ capacity to serve its members. Listening to leaders to determine how National can most effectively utilize resources to address chapter needs leads to a stronger connection between APWA and its chapters.

APWA hosts a biennial Chapter Leaders Training which continues to grow in attendance with a number of chapters sending leaders to the training and networking event. Providing strategic planning, membership recruitment and retention guidance and leadership training are a few of the one-on-one approaches staff utilizes to provide chapter capacity support. The Chapter Leaders Resources Community is a website dedicated to providing resources, tools and networking opportunities for chapter leaders to utilize to engage with National and fellow chapter leaders.

The Council of Chapters, formerly known as the House of Delegates, serves as an engaged grassroots advisory body to the APWA Board of Directors, staff and to chapters through chapter-to-chapter mentoring and support.

Whether serving as a connection or a connector the Chapter Relations Department is focused on supporting and strengthening chapters in their grassroots efforts to provide education and training opportunities to support the more than 28,000 members, as well as nonmembers, of APWA.

**Brad Patterson – Chapter Relations Manager**

- Strategizes with chapters to focus on membership recruitment and retention efforts
- Staff liaison for young professional and student outreach efforts

**Laurence Rhodes – Accountant**

- Oversees chapter financial management reporting
- Performs review and offers feedback of chapter contracts to meet compliance requirements

**Sharica Smallwood-Ware, CAE – Chapter Relations Manager**

- Staff liaison for young professional and student outreach efforts

“The most basic and powerful way to connect to another person is to listen. Just listen. Perhaps the most important thing we ever give each other is our attention.” – Rachel Naomi Remen
**Brian Van Norman, CAE – Director of Chapter Relations**

- Staff liaison to the Council of Chapters and Council Steering Committee
- Manages chapter-to-chapter mentoring resources including the Chapter Leaders Exchange Webinar series
- Coordinates the promotion, nomination and selection process for APWA Awards Program
- Provides support to chapter leaders in addressing inquiries and monitoring Chapter Leaders Resources Community

Brian Van Norman can be reached at (816) 595-5260 or bvannorman@apwa.net.

**Rhonda Wilhite – Chapter Relations Coordinator**

- Oversees the delivery of chapter capacity development resources to APWA’s 63 chapters and more than 90 branches
- Facilitates strategic planning and leadership development programs for chapters and branches

**Beet x Heet**

- BEET HEET® Concentrate is NOT a waste-stream “beet juice” deicer.
- BEET HEET® Concentrate (BHC) is a true concentrate containing more active ingredient than any competing deicer in North America.
- No wonder BHC is the best performing deicer in North America.
- BHC is the most environmentally friendly salt pre-wet in North America.
- No other salt pre-wet can reduce chloride emissions as much as BHC.
- BHC is 99% biodegradable. Readily biodegradable in just 8 days!
- BHC is at least 85% less corrosive than 23.3% NaCl brine, “well brine”, 32% CaCl₂, and most super-mixes and does not contain a chemical corrosion inhibitor.
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Making a visible improvement to our communities

Scott Hansen, P.E.
Public Works Director
City of Boulder City, Nevada
President-Elect, APWA Nevada Chapter

My favorite thing about working for a small community is the teamwork and can-do attitude that seems to be instilled in all of the staff. I recently returned from the APWA Congress & Exposition in Phoenix, Arizona, where many of the speakers discussed the power of teamwork. I have worked for a large state agency and a large county agency, but the best teamwork I have ever seen is in my small town of Boulder City, Nevada.

This year, the City budget provided funding for new dugouts at the high school baseball field. Public Works designed the project and advertised for formal bids. Unfortunately, all of the bids received exceeded the budget. That is when Public Works staff rolled up our sleeves to find a solution for completing the project within budget. We decided we could serve as the General Contractor and subcontract the various phases of work. The first phase, of course, was demolition of the existing structures. We reached out to Las Vegas Paving (LVP), who is working on a major roadway project in the area for the Regional Transportation Commission. LVP graciously moved some equipment to the ball field and with the help of Public Works staff, took down the existing structures at no cost to the City.

The City went out to bid for the masonry block walls and received good prices through competitive bidding. Public Works staff worked closely with a local electrician to get conduits subbed into the block walls for future power outlets. Next, I called the high school baseball coach to ask if he could mobilize a painting crew. The baseball team worked with a local Eagle Scout troop to paint the dugouts. While they were there, this volunteer crew ended up painting much more of the facility that was showing some fatigue from the years of use. More importantly, as a result of this project, a young man named D.J. Reese will soon receive the designation of Eagle Scout.

Next, Public Works teamed up with a local metal fabrication shop to design, permit and construct a roof system...
for the dugouts. Working closely with local, small-town businesses is a sure way to secure exactly what we want, while supporting the local economy. Finally, Public Works managed contracts for the concrete flatwork and fencing.

What once looked like a project destined to be $48,000 over budget was delivered to the public under budget. This achievement was only possible through the teamwork of the Public Works Engineering Division, Landscape Division, Street Division, and our community.

In Public Works, most of our projects involve digging trenches to bury something or closing portions of roadways to reconstruct or otherwise improve the infrastructure. Throughout the entire duration of our projects, the primary question the public asks us is, “When are you going to be done?” But once in a while, a project comes along where we have the chance to make a visible improvement to our community. These can be some of the most challenging projects, as the public works Department is open to a lot of feedback regarding aesthetics. As Public Works professionals we have two options: We can shy away from these projects and avoid the public as much as possible or we can look at these as great opportunities to partner with our community. While I consider myself a shy engineer at heart, I have realized that teamwork with the community is always the best approach to a project.

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Meet your APWA National Diversity Liaisons

One of the many roles a national APWA Diversity Committee member has is to serve as a diversity liaison between the national committee and your local chapters. As a representative of the Diversity Committee, we are focused on advancing diversity issues throughout the association, placing value on all individuals and the different perspectives of those individuals, and promoting the process for all to feel included as part of the whole. If you are seeking assistance, have questions or simply want to share what you are doing in your chapter, please contact your regional diversity liaison. To find out more about our committee, check out our website at: http://www.apwa.net/discover/Diversity. Also join us on our LinkedIn group: Diversity Committee LinkedIn to engage in topics of diversity and inclusion around the nation. So, the question is, who are the regional diversity liaisons? Let’s find out through our member spotlights of a few of the regional liaisons.

Region I

Clark Wantoch, P.E.
Director of Project Development
Collins Engineers, Inc.
Milwaukee, Wisconsin

1. Why did you choose public works as your career field?
An inspiration from my father, a civil engineer; a trade and technical high school that offered a pre-engineering program; and role models in the profession that got me involved in civic and professional societies.

2. What does diversity mean to you and how does it affect your job?
Diversity is the “spice of life.” Having a workforce with a variety of backgrounds opens the door to innovation.

Region II

Janet Leli
Director - NJ LTAP
Federal Highway Administration-LTAP
Piscataway, New Jersey

"Fundamentally, sustainable development is a notion of discipline. It means humanity must ensure that meeting present needs does not compromise the ability of future generations to meet their needs."

– Gro Harlem Brundtland, former Prime Minister of Norway
1. What would someone find interesting about your job?
My position is interesting because it allows for interaction with many people from local, state, and federal government, as well as private industry and across generations of workers. Workforce development activities run the gamut of being very grassroots to being highly sophisticated.

2. What does diversity mean to you and how does it affect your job?
Diversity means to me that there is variety. Having a variety of people to work with, from all sorts of backgrounds and with different goals and strengths, keeps the job interesting. In my particular position, my favorite element of diversity is supporting some of the public works and engineering specialties, most specifically those dealing with infrastructure management and roadway safety.

Regions III/V

Lori Daiber
Business Development Manager
Civil Design Inc
St. Louis, Missouri

1. Why did you choose public works as your career field?
I fell into the engineering profession during my senior year in high school with a co-op class. Eventually I became a partner in an engineering/surveying company, and finally owning my own surveying company. I felt that the American Public Works Association was a reputable organization and it would create solid and lasting relationships and assist with advancing my career.

2. What does diversity mean to you and how does it affect your job?
Having owned my own business and now working for a WBE/DBE as the
Business Development Manager, I am surrounded by diversity and different ethnic cultures. We all have to work together and respect each other as professionals making the world a better place to live for the next generation.

Region IV

Ram Tewari, Ph.D., P.E., BCEE
Retired as Director, Solid Waste Operations Division
Broward County, Florida

1. What is your hobby or outside interest?
Community volunteerism is a very fulfilling hobby. Received Citizens’ Police and Fire Academy training and volunteered. Served as a member of several advisory boards of my city. Being in charge of public relations of my South Florida Hindu Temple, my keen interest is meeting people of other faiths. Traveling is another interest of mine. I enjoyed my last trip to Scandinavian countries.

2. What does diversity mean to you and how does it affect your job?
My thinking philosophy is that the diversity in workforce should mirror the country’s (U.S.) population. My background for this lofty goal is because I was born and raised in India, which is a most racially, ethnically, and culturally diverse country.

I retired at Broward County (Florida) which is an Equal Opportunity Employer. While the diversity of Broward’s population of 1.7 million creates unique challenges in delivering services and providing information, that diversity also contributes to a dynamic cultural environment that makes Broward County one of the most interesting and robust places to work.

Region VI

AbdulRasak Yahaya, BE Civil Staff Engineer
City of Gardner, Kansas

1. What would someone find interesting about your job?
I always try to express how interconnected my job is to everyday life because infrastructure and transportation needs are common to everyone. The part of my job that I find interesting and others should as well is that infrastructure has a life cycle. I joke that everything has an expiration date.

2. What does diversity mean to you and how does it affect your job?
To me, diversity means appreciating different backgrounds and experiences that make people unique.

Region VIII

Karen Mondora, P.E.
Assistant Public Services Director
City of Farmington Hills, Michigan

1. What would someone find interesting about your job?
I love the variety of assignments my job brings. One day I’m working on major infrastructure projects and the next I’m caring for our two newest DPW “employees” dedicated to vegetation management—goats!!

2. What is your hobby or outside interest?
I spend my free time with my family as well as training for and running half marathons.

3. What does diversity mean to you and how does it affect your job?
To me, diversity means respecting other cultures. This affects the way I do my job because transportation is not about boundaries but bringing people together and that’s what a focus on diversity should do, is bring communities together.

I was born in Nigeria, so diversity to me is about culture and respecting other cultures. This affects the way I do my job because transportation is not about boundaries but bringing people together and that’s what a focus on diversity should do, is bring communities together.
I chose a career in public works to improve the infrastructure that serves as the backbone to our local communities. Often out of sight and taken for granted, I can appreciate that my design of utilities is providing necessary water and sewer services to the average person. As an engineer who serves primarily public municipalities, I have great appreciation for the public works industry and how we are improving the quality of life for everyone.

2. What does diversity mean to you and how does it affect your job?
Diversity means to me that we all have distinct qualities that make us unique. Each individual brings a fresh perspective to every situation and we need to respect the insight that another person can offer. A diverse and inclusive environment provides a spectrum of experiences that drives innovative solutions. Embracing diversity can allow an agency to grow and be better equipped to solve problems and improve practices. In my career, we had struggled to grow over the years and recently worked collaboratively with staff to develop a strategic plan to address issues and implement improvements to unify staff, gain their support and successfully expand our company.

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.
Great roads become great history

Craig Colten, Ph.D.
Carl O. Sauer Professor
Louisiana State University, Baton Rouge, Louisiana
Trustee, Public Works Historical Society

The daily commute on a congested interstate highway doesn’t awaken any of the excitement drivers felt when this freeway system linked cities during the 1960s. In its early years, the limited-access, high-speed expressways offered a transformative traveling experience. No more over-crowded highways with encroaching roadside businesses, congestion-inducing traffic lights, and endless intersections. During the Cold War era, the Eisenhower administration launched the new public works project that continues to define how we drive today. As Peirce Lewis has pointed out, “Whenever a new technology of transportation is found to be better than an existing one, old forms are thrown aside and the new one embraced.”

Although the interstate is the unquestionable choice for time-conscious, long-distance drivers, it was not the first road system built by our federal government. National leaders envisioned a National Road connecting Baltimore to St. Louis in the early nineteenth century, and Thomas Jefferson signed legislation authorizing the project in 1806. Surveying and construction continued into the 1830s when the federal government turned the route over to the states it passed through. Compared to many routes of the time, it offered a superior surface and was the interstate of its day. Along the route, entrepreneurs opened inns, stables, and other roadside commerce to serve the travelers. Traffic volume reached its zenith in the 1840s. With the completion of railroad links between seaboard and Midwestern cities, traffic declined and it lost its national significance in short order.

The general route of the National Road became the corridor for U.S. Highway 40 during the 1920s and 1930s. Automobile travel provided the new technology and a paved highway, paid for with a gasoline tax, enabled unprecedented individual mobility. As in the previous road era, an entire landscape devoted to traveler services arose along the route. Motor courts and later motels, drive-up restaurants, and chain service stations offered motorists the essentials to continue their journeys.

The interstate was the demise of many locally owned, family highway-oriented businesses. Yet, relics of the Route 40 era remain. And similar fixtures line other roadways reduced to local functions with the arrival of the interstate. Many of the great highways of the era from 1920-1960 have become significant historic routes. U.S. 40 is one, as is Route 66 and a number of other highways. Even discarded highways retain an allure, a fascination that the expressways cannot equal.

A powerful impulse to drive these older highways, now that they are not as congested as in their heyday, pulls motorists of all ages onto the pavement. While never envisioned as historic sites, these older routes have become landmarks in their own right. Historic designations add to the significance of some, and books and web content recount their legacy. Property owners restore historic motels and eateries to serve the retro-motorists. The engineers who designed these roads for unimpeded mobility created something that has outlived the original purpose, and now find their labors celebrated as historic artifacts. Although we substituted the new for the old to maintain efficient travel, good public works survive and can live a second life.

For additional reading see: Karl Raitz, ed. The National Road (1996).

Craig Colten can be reached at (225) 578-6180 or ccolten@lsu.edu.

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.
The 2016 Snow Conference in Hartford will bring together more than 1,500 snowfighters from every corner of the winter maintenance community. Public, private, rural, metropolitan, domestic, international – they’re all sure to be there at the Show for Snow! The 2016 Conference features an exhibit floor packed with the newest equipment and products, quality education programs and technical tours, and opportunities to exchange ideas with manufacturers, distributors, consultants and other public works professionals. Its four days of winter training and networking you can’t afford to miss out on!

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Recognize Your Leaders

Nominator’s Name: Don Bessler, PWLF, Public Works Director, City of Tempe, Arizona
Candidate’s Name: Grace DelMonte Kelly
Candidate’s Title: Energy Management Coordinator
Candidate’s Agency/Organization: City of Tempe, Arizona
Candidate’s City/State: Tempe, Arizona

How long has the candidate been involved in the public works industry? 5 years

How long has the candidate worked in their current position? 3 years

Please describe the reason that the candidate is being considered for recognition.
I am recognizing Grace Kelly for her leadership towards making the City of Tempe sustainable. For the City of Tempe, sustainability is at the forefront and Grace has taken the lead to ensure the City Council’s renewable energy goal of 20% by 2025 is attained. While she works with other individuals throughout the city, Grace is the champion to make things happen.

How was the candidate’s leadership ideas/actions brought to the forefront?
Grace’s position was newly created three years ago. Since starting, she was responsible for providing 5% of city operations’ power use from renewable energy by the end of 2015 and 11% is forecasted by the end of 2016. The primary focus of her energies has been in the following categories:

• Installing solar on city buildings and land
• Reducing energy use in city buildings through conservation retrofits
• Working directly with the utility companies to maximize incentives while reducing use
• Creating an employee challenge focused on energy awareness and conservation
• Collaborating with the local university through a joint solar installation
• Entering into an energy performance contract for the retrofits

Who did the candidate work with to help bring this idea/action forward?
Grace has worked with practically all the departments throughout the city. She has worked closely with Purchasing, Engineering and Facilities Maintenance workgroups for the procurement of the energy performance contract and installation of the retrofits. In addition, Grace has formed alliances with other city energy managers for consultation purposes, as well as the local utility companies to maximize the incentives made available to municipal governments.

Did the candidate experience any challenges when trying to implement this?
There were a number of challenging aspects to the energy projects that Grace experienced which included:

• Employee work areas were temporarily disrupted when new lights or thermostat controls were installed;
• Roof manufacturers were concerned regarding the installation of solar panels on the rooftops of city buildings; so, there was much discussion back and forth to ensure warranties would not be voided with the installation;
• Communication proved challenging at times when attempting to clearly outline the installation time schedules;
• Grace has been tasked with developing a program that integrates energy conservation into operational best practices. Occupant behavior is the lowest hanging fruit and often the “hardest to pick.” Creating a “culture of conservation” sounds easy but, typically,
everybody is in favor of it until it affects them. Grace’s thoughtful approach to building bridges has resulted in continual progress.

**Are there steps/processes that, when looking back, the candidate could have done differently to make this idea/action even more successful (lessons learned)?**

I don’t believe there is ever a situation where a person could not have done things differently in hindsight. Some of Grace’s “lessons learned” encompassed the desire to have spent more time reviewing the products which were used during the retrofit installation. Due to time constraints, the vendor/consultant’s suggested product recommendations were ultimately utilized. The products provided the savings but it was felt we could have potentially employed products that were more familiar to the Facilities Maintenance workgroup which would have generated the same outcome.

The City had not procured energy performance contracts or solar electric generating systems before. Due to the learning curve and wanting to ensure we received the best contract, the City’s internal vetting/review process took longer than was expected. During the vetting/review process, utility rate increases occurred.

Whether this is a lesson learned or just a best practice, choosing the right consultant/contractor can make all the difference in the world. A partnership has been developed which has provided a quality, cost-effective program that is bringing Tempe closer to their overall renewable energy goal of 20%.

Energy Management Coordinator Grace DelMonte Kelly can be reached at grace_kelly@tempe.gov. Grace has a Master’s Degree in Environmental Planning at Arizona State University and worked as a City Planner in Tempe for 14 years prior to working on the City’s Energy Efficiency and Renewable Energy Projects.

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For more information about these programs or to register online, visit [www2.apwa.net/Events](http://www2.apwa.net/Events). 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)

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= 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/)
Regardless of what you think about global warming or scientists’ concerns about the sustainability of our lifestyle, you have to admit that our use of fossil fuels (coal, crude oil, and natural gas) has us putting carbon into Earth’s atmosphere at a dramatically faster pace than other forces stored it underground in Earth’s geological formations. Carbon dioxide—CO₂—is a lot like municipal solid waste, a by-product of our activities that we know is a problem but have not yet found a good way to manage. Unlike municipal waste, public works agencies are not doing very much to deal with the problem...yet.

But maybe that will change. Just like our solid waste, people are trying to deal with CO₂ in three primary ways: (1) improving efficiency so that there is less CO₂ produced per unit of economic activity, for example a mile driven by a snowplow; (2) switching to other energy sources, like solar, that do not produce CO₂; and (3) sequestration, storing the CO₂ somewhere out of the way...sort of like a landfill. In fact, one approach to sequestration being researched is pumping the gas underground, into depleted gas and oil reservoirs, or underwater, deep in the ocean.

Another approach involves using the gas to encourage natural processes like growing trees. Power companies wanting to build new thermal generation plants in some places get carbon-offset credit for reforesting land with enough trees to convert the amount of CO₂ the plant produces into wood and leaves. Given a million years, maybe the forest will become fossilized coal or petroleum!

Regardless of that long-term prospect, an interesting development is the recent announcement that researchers have found a way to engineer plants to increase their photosynthesis efficiency, substantially boosting growth rates and production yields per acre. Experimental results suggest that rice yields could increase 50 percent, or water and fertilizer use could be dramatically reduced with no loss of food production.

It seems that corn and sugarcane are particularly productive because they have genes enabling C₄ photosynthesis that is very effective at capturing CO₂ and concentrating it in specialized cells in the leaves. Introducing these C₄ genes into other plants—like rice—supercharges the recipient’s conversion of CO₂ to plant material.

More work is needed to get plants to produce the specialized cells in the patterns that will let C₄ photosynthesis effectively replace the conventional process, but newly developed genome editing methods may help. Scientists think that the methods may be useful for crops as diverse as tomatoes, apples, and soybeans...and perhaps to grasses and urban trees as well. Supercharged carbon sequestration could become a boon not only for food production, but also for converting open spaces into carbon landfills, enhancing sustainability of urban areas and adding a facet to the role of public works departments.

Andrew Lemer, Ph.D., is currently a Senior Program Officer with the National Academy of Sciences of the United States of America. In addition to technical papers and occasional articles for the Reporter, he writes on civil infrastructure and human settlement at www.andrewlemer.com.

Is carbon dioxide the new solid waste?

Andrew C. Lemer, Ph.D.
Senior Program Officer
The National Academies of the United States, Washington, D.C.
Unit 11: Creating the Future

John Ostrowski
Management Consultant
JOMC Vancouver, Washington

If you’re a public works manager and you’re not creating the future, you’re not doing your job. That may sound a little harsh but now that I have your attention, let me tell you why it’s not harsh but it is reality.

We can all rattle off the functions of management as planning, organizing, directing and controlling (or some slight variations to that list) but we usually don’t pay much attention to why planning is first. Actually, this is more than just a list of things that are nice for managers to do; it’s a list of management responsibilities.

Managers have a responsibility to plan for the future and execute those plans. After many years, I’ve come to realize that public works people have what used to be called a “bias for action.” We get things done. The problem with that is that it’s hard for public works folks to focus on planning as a separate activity. I once told an agency applying for accreditation that they needed a solid waste plan. What they gave me was an action plan for what they would be doing next week and next month. They were totally focused on action until I gave them the outline for a plan and told them to fill in the blanks.

That’s partly why we’ve focused heavily on strategic planning in the Northwest Public Works Institute. So when the new section on Creating the Future was added a few years ago we looked at what we were already covering of the topics: Strategic Planning, Policy Development and Implementation, Creating and Growing Sustainable Communities, Leveraging Resources with other Communities, Systems Thinking within Public Works, Data Based Decision Making and Succession Planning. We found that we already covered most of the topics in several of our three Institute classes.

We decided to use a review of those topics as an introduction to the class exercise in our Leadership Skills class which is the third class in our Public Works Institute. We already have a class exercise in strategic planning that I’ll talk more about shortly. Our closing exercise is about a fictitious city that has an average public works department with a vacant public works director position. The class is divided into eight groups covering different areas of concern that the City Council asked them to address.

The class exercise asks them to use everything they learned in class to make recommendations to the City Council. They have about an hour and a half to prepare their presentation and then make their recommendations to the instructors who have volunteered to be council members of the fictitious city.

That’s the basic outline of how we cover Unit 11 in our Institute but there are several points of emphasis that we stress along the way.
I’ve noticed over the years that most agencies approach strategic planning as a fill-in-the-blanks/cookie-cutter exercise. I’m sure that every city facing bankruptcy after the last economic turndown had a strategic plan. I’m also sure it covered all the things a strategic plan should have. I’m also sure that you could have removed the name of the city and left a blank for any other city to fill in with their name. I’m being critical of typical strategic plans but there are several reasons they all look so similar. One reason is that all communities want pretty similar things and facilitators have a tendency to find those things easily because they’re the things everyone agrees on.

What’s harder is an honest SWOT (strengths, weaknesses, opportunities, threats) analysis. We don’t have trouble naming our strengths so that is usually covered pretty well, although sometimes we claim strengths that aren’t as strong as we think. Nobody likes to admit weakness and it’s even harder in a group setting to get an honest appraisal.

We like to think we’re all positive people when we do strategic planning but it takes more than positivity to see opportunities. It takes an entrepreneurial attitude to see things that others can’t see. Working in government makes this especially hard. Government has a tendency to take things that are possible and make them impossible. Some of us are able to find a way to do the impossible and everyone loves us for it. It’s a great system.

Seeing the real threats to our future can be just as hard as admitting our weaknesses. The irony is that we work in a government environment where much has been made impossible but when it comes to identifying threats we minimize the danger.

To overcome the typical SWOT pitfalls we use a class exercise that allows an honest SWOT appraisal because students have no personal stake in the outcome. We also use Gary Klein’s concept called a pre-mortem which is explained in Daniel Kahneman’s book *Thinking, Fast and Slow*. In doing a pre-mortem we ask the students to criticize another group’s plan by looking five years into the future and seeing that the plan was a total disaster. They then write a brief history of how things evolved to that point.

The value of a pre-mortem is that it authorizes negative thinking that can put a damper on plans tainted by the
biases of uncritical optimism. This doesn’t always work perfectly. Public works people tend to be nice folks and are reluctant to be harsh until they’ve retired. So not every group comes up with a critical assessment that the originating group in the exercise can actually use, but it’s a start.

As I mentioned earlier, the closing exercise allows the class to use everything they’ve learned in the prior days to help a fictitious city council build a better public works department. The exercise is set up so that each of the topics in Creating the Future has to be considered in making a recommendation to the council.

However, the groups are divided into topic groups covering seven different areas in which a public works department could be evaluated. They are employee morale, council relations, citizen relations, media relations, project management, maintenance management and asset management. An eighth group has the assignment to coordinate all of the individual recommendations and make a specific recommendation as to the type of person the new public works director should be.

They’ve also been given some statements for each of the seven topics that describe an excellent, mediocre and poor public works department. They are then asked to rate their own department to get a feel for how the rating system works in real life. All of this activity is preparatory to the class exercise.

Creating the future is what public works has always been about. We’ve built great bridges and dams and the interstate highway system. This work of building was led by engineers. As an engineer I know that engineers are wonderful but we have always gotten our greatest kicks out of building things. We haven’t successfully shifted gears to a strategy based on asset management in a mature system. We still talk about building new stuff to replace the worn out stuff built by the last generation.

After a recent class exercise, I realized that the next generation of leaders might have a better chance of actually “getting it.” That class noticed that the fictitious city they were given was almost built out and they focused their strategy on a vigorous asset management program as the centerpiece of the city’s future.

They might be on to something.

John Ostrowski can be reached at ostrowj@pacifier.com.
otorua and New Zealand’s volcanic landscape proved the perfect location to bring together more than 800 public works professionals from 17 nations to attend the largest International Federation of Municipal Engineers’ (IFME) Congress of all time. Please find below some of the highlights of the Congress.

The President of Iceland, Olafur Ragnar Grimsson, gave the opening address to the IFME Congress. In his speech he made direct comparisons between his nation and New Zealand, adding that “smallness is not necessarily a barrier to greatness.” “We can achieve a sustainable world by sharing knowledge created in our various communities,” he said. His main address was on global sustainability and how we in the public works field can contribute.

It was hard to top the President of Iceland, but other notable political keynotes included the Deputy Prime Minister of New Zealand, the Hon. Bill English, as well as the Mayor of Hastings, Lawrence Yule. The Hon. Bill English called on delegates to advocate public-private partnerships. He noted that local government has been hesitant to adopt public-private partnerships and encouraged the audience to consider this option to fund projects. “We are committed to future PPPs,” he said. “More importantly, we are committed to the kind of knowledge and understanding that they generate.”
According to Mr. English, the government has learned an enormous amount out of the five or six PPP negotiations that they have conducted, which has been applied across departments. Data collection was another issue he emphasized, stressing the importance of comprehensive data in helping the government understand and assess a project. As he told delegates, “It adds quite an elegance to the management of assets. When government is able to see the performance of infrastructure it is better able to assess the need for investment in this area.”

Fiji highway network
A very interesting talk was given on the country of Fiji’s road systems that had undergone a metamorphosis in recent years to emerge as a shining beacon of what is possible when international contractors work closely with local suppliers—so much so that the investment in roads emerged as a key reason for Fijians to vote for the government in the 2014 election. However, the path to get to this point was not an easy one. Prior to reform in January 2012, there were 15 bodies responsible for Fiji’s roads. It was then that the Department of National Roads (DNR) was dissolved and the Fiji Roads Authority (FRA) was established. New Zealander Neil Cook was enlisted from Wairoa District Council to take on the challenging role as CEO of the new FRA—not an easy task in a place where roads were viewed as a powerful political tool.

Cook joined the masterminds behind the Fiji Roads Authority (FRA) at the conference in Rotorua to recount their experiences and learnings from their time in Fiji. Taking the helm, Cook opened and closed the session, which also included presentations from contractors MWH Global, Fulton Hogan Hiways and Higgins Group, as well as local Fijian contractors Hot Springs and Fair Deal. Amongst the many challenges the team faced were lack of skills, equipment and corruption—they relayed stories of former DNR workers trying to claim equipment even after the DNR had been officially closed down and the equipment bought by the FRA. From the outset, the scope of the project was not even fully understood as DNR figures proved to be incorrect in tallying the amount of assets on Fiji (Fiji Roads Authority estimated vs. actual assets: Roads Estimated: 2,500 km, Actual: 11,000+ km; Bridges Estimated: 800, Actual: 1,000+; Jetties Estimated: 10, Actual: 50+).

Other challenges include the recruitment and training of a skilled contractor workforce from within the country. Add to this the fact that the majority of local workers who came to work on the project were formally employed by the DNR and were wary of the expats coming in and taking over and it is clear that the challenges were many. “Ninety-five percent of those people [we employed] were unskilled and less than half of them wore boots,” said Ray Edwards, Maintenance Manager at Higgins Group, who gave his team the difficult task of kitting out the locals in new boots in sizes up to 16! He told delegates that his team offered his workers training days at the weekends to get up to standard and encouraged those who showed a natural ability for the work. These workers are now trained to comply with the safety and quality standards required in the developed world—and rival their counterparts’ work in many cases.

Cook tipped his hat to the Fijian government for taking the “very courageous decision to go out and get help” from overseas back in 2009. In particular, he credited the outgoing Minister who oversaw the project and courageously backed the project from its infancy. “It’s a testament to our Minister that we weathered the storm,” he said. Coming to the end of his three-year contract, Cook reflected on the profound impact the project has had on the lives of everyone involved. “We do not understand in New Zealand just how fundamental a road network is to our lives,” he said, adding that the FRA has now built what it set out to build, but is still tackling some supply chain
issues. “We can now see the top of the mountain from where we are,” he said.

**Recruiting young professionals**
Before you can recruit young professionals to the public works space, you must understand what drives them. Dan Stevens, Partner and Market Sector Manager for Urban Water, and Josiah Simmons, Environmental Engineer, both from Opus, joined forces for the session entitled “Our Role in Developing and Mentoring the Next Generation of Public Works Engineers” to give an employee/employer perspective of how to engage and retain young professionals in the public works workplace. “Our challenge is to understand what motivates them and understand how to get the most out of their energy and commitment,” said Stevens of young professionals starting out in the industry. In particular Stevens emphasized the importance of mentoring programs and cadetships where candidates can get a strong footing in the industry. “We should see it as a privilege to pass on knowledge that we’ve learned over the years,” Stevens told the delegates. In addition to formal and informal mentoring schemes, he encouraged employees to implement professional development programs to continue to engage employees throughout their careers with a company.

The session followed on from IPWEA President Michael Kahler’s opening address earlier that day, which highlighted the challenges faced in getting young people into the industry. Twenty-five-year-old Simmons talked about the intrinsic and extrinsic motivators for his generation. He characterized his peers as having a keen appreciation for technology and interest in the consequences of their actions. In particular, he emphasized the importance he personally has placed on volunteering and pro-bono work. “To be part of something bigger than ourselves is something we really value,” said Simmons, who has worked with Engineers Without Borders in the past.

These three sessions were part of the Congress. All of the sessions can be downloaded through the IPWEA website www.ipwea.org/rotorua2015.

The Congress was an exceptional event and we want to thank all our international participants for attending. We will see everyone in 2018 in Kansas City, Missouri, USA for the next Tri-annual IFME Congress.

Doug Drever can be reached at (306) 975-2869 or doug.drever@shaw.ca.
Succession planning is one of those subjects that keeps rising up as a major area of concern in many organizations. Regardless of the size or geographical location of your agency, replacing outgoing staff members will undoubtedly be an issue you will be dealing with in the future. While we know replacing seasoned staff members is a significant issue, one of the tough questions that always seems to come up is, “Who should be responsible for dealing with it?”

This is a question that plagues many agencies. A top-down driven organization can develop a program, but without the buy-in of employees, achieving high levels of success can be a challenge. On the other hand, employees wishing they had some type of formalized program to provide them with training and opportunities will nonetheless be “short-changed” if there is no support from the top. Quite simply, for a succession planning program to be highly effective, all levels of an organization are going to bear some level of responsibility to achieve success.

In our agency, we realized several years ago that employee turnover and retirements were going to create vacancies in leadership positions that would be hard to fill. Since the loss of experienced personnel who were knowledgeable in City policies and practices would impact the continuity of many of our processes, a succession plan was developed. While senior staff in the City were the first to recognize the impending challenge, the decision was made to involve all levels of staff within our organization. Since we had already implemented a quality-based culture, it was really “second nature” to start off by assembling a group of stakeholders from across departmental lines to examine the various aspects associated with this issue.

When trying to review and come up with solutions to succession planning, there can be varying approaches. From the very simplistic to the extremely complex there are multiple alternatives. Knowing that there have been several articles already written about succession planning, I have decided to share some of the strategies and responsibilities placed on various levels of employees throughout our city organization.

After several meetings, reviewing significant amounts of data, and identifying alternatives for our organization, the Succession Planning Process Action Team landed on six major areas of focus for our plan:

- Defining key/critical positions
- Completion of a Gap Analysis
- Identifying Core Competencies
- Completion of a Position Analysis
- Completion of a Career Development Plan
- Development of a Leadership Development Program

The responsibility for the first two areas was assigned to the senior staff. With the broad-based view of their respective departments, it was determined that this group was best suited to fulfill the starting point of the program. The Gap Analysis process involved listing the characteristics of the agency’s current situation. From there, factors of what needed to be achieved were developed. The final step was to highlight the “gap” between what existed and what needed to be filled.

The identification of key/critical positions was another critical aspect this group was assigned. A position was considered key or critical if:

- **City Structure** – The position is a key contributor in achieving the City’s mission.
- **Key task** – The position performs a critical task that would stop or hinder vital functions from being performed if it were left vacant.
- **Specialized leadership** – The position requires specialized or unique expertise (skill sets) that is difficult to replace.
- **Geographic** – The position is the only one of its kind in a particular

Bret Hodne, PWLF
Public Works Director
City of West Des Moines, Iowa
Member, APWA Leadership and Management Committee
location and it would be difficult for a similar position in another location to carry out its functions.

- **Potential high turnover job classes** – Positions in the same job class or group are in danger of “knowledge drain” due to retirements or high turnover.

Identifying core competencies was another critical component associated with this effort. These attributes really defined what type of individuals we were looking for to fill future leadership roles in the organization. It was determined that this responsibility should be assigned to the Process Action Team as they represented multiple areas of the agency and were key stakeholders in the overall development of the program. After brainstorming, reviewing and refining, the team came up with the following core competencies they felt defined our employee base:

- Citywide/Organizational Knowledge & Coordination
- Building Professional and Community Relationships
- Communication Skills
- Customer Service Aptitude
- Personnel Management
- Continual Learning
- Problem Solving
- Fairness/Consistency
- Vision & Strategic Thinking
- Policy Development & Management
- Resource Management

The next step was the completion of a Position Analysis. It was determined that this responsibility would be taken on by supervisory-level staff within the respective departments. Once the key/critical positions and high turnover classes were determined the next step was to identify the specific skill sets that would be needed by each of these positions through the identification of key competencies. These served as the framework in determining the existing bench strength with our organization.

In my opinion, one of the most valuable aspects of the program was the development of a Career Development Plan. This voluntary program allowed employees a formal process to complete with their respective supervisor. Supervisors encouraged and assisted each interested employee in completing their respective Career Development Plan. This process really helped our department identify which employees had not only the skill set but more importantly the “desire” to train for future leadership opportunities. We now had a tool to help guide us in determining what kind of training would be most beneficial for all levels of employees throughout the department.

The final step of our program was the creation of an internal Leadership Program. The City elected to implement a three-tier system. Tier 1 introduces attendees to the various responsibilities of each of the various departments and the overall structure of our city government. Tier 2 focuses on policy issues, human resource management and development aspects of a fast growing community. The final tier is administered by Drake University professors and focuses on the development of higher level leadership skills with an assigned small group project. The projects are “real life” in nature and are designed to be considered for implementation for our City organization.

The City of West Des Moines has seen the benefits associated with the implementation of our succession plan. While oftentimes complex and challenging, the opportunity for employees to participate and be part of the program development really helped define its success. In our Public Works Department, I have personally witnessed the results achieved by employees who have elected to participate in this endeavor. Not only have there been promotional successes but other leadership opportunities as well. These types of programs not only foster a great deal of pride, but they empower employees with skills which they can carry forward during the course of their career.

Development of an effective Succession Planning program not only takes a lot of time and effort, but carries a lot of responsibility with it. By sharing some of that responsibility with employees throughout an organization, oftentimes much higher levels of success and effectiveness can be achieved. Similar to other programs and projects we take on as public works professionals, there is not always the need to “recreate the wheel.” Look to other agencies that have developed successful programs for ideas and assistance. Like many of them, I too will be more than happy to share many of the aspects of our program and offer assistance.

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On May 29, 1995, Derek Jeter made his Major League Baseball (MLB) debut as a New York Yankee against the Seattle Mariners due to Yankee shortstop Tony Fernandez being placed on the disabled list. Jeter played 13 games with the Yankees before Fernandez returned, forcing him to be sent back to the minors to finish out the season. Even though Jeter was the Yankees top draft pick out of high school, the four years spent in the minor leagues were necessary to prepare him to become the player and leader the Yankees saw in the young 18-year-old prospect. Jeter’s opportunity to fill the position of starting shortstop came on starting day of the 1996 season. He went on to win 1996 Rookie of the Year and helped the Yankees win their first championship since the 1978 World Series.

In MLB, a farm team is a team whose role is to provide experience and
training for young players, with an agreement that any successful player can move on to a higher level at a given point.

The farm system is essential to the success of MLB. Not only does it recruit, develop, and train players in preparation for the major league but it also facilitates continual improvement and heightened performance in all players which keeps baseball exciting at every level. Public works organizations also need to prepare employees for the big league, to continue the strong legacy of the organization or to even take it in a new direction. Just like in baseball there is a greater good that comes from the farm team system: continual improvement and heightened performance of all employees. By implementing succession planning into the organization, public works, as a whole, can elevate professionalism and become better equipped to meet the challenges of the community.

Is your organization developing a Derek Jeter? What is the plan when a top performer retires or has an unplanned medical leave?

What is succession planning?
“Succession planning is an ongoing process that results in an integrated plan designed to support the continued effective performance of an organization, department, or work team through the systematic identification, evaluation, development, and strategic deployment of its internal human talent.” – Copyright 2014 Mountain States Employers Council, Inc.

Benefits of succession planning in public works:

- **Managing Complexity** – In order to stay competitive and successfully manage more complex issues we must foster the talents of those who are able to lead. By identifying, evaluating, and developing internal talent at all levels of the organization we can continue to implement strategic efforts and move communities forward.

- **Training** – Many public works agencies have downsized or...
reorganized resulting in the elimination of middle management positions. Traditionally, these positions were the training ground for higher positions; with these positions disappearing there is a hole to fill in developing staff.

**Employee Retention and Engagement** – The interaction between employer and employee has evolved considerably from the life-long loyalties of the old days, to the present where individual career decisions are often independent of the organization. Public works agencies that implement individual employee development plans will be in a better position to retain people and encourage loyalty to the organization.

**Knowledge and Experience Transfer** – Another element not completely unique to public works is the looming retirement of many senior level employees in the next five to seven years. This includes all disciplines, from street supervisors to public works directors to human resources. A platform to share the information these employees have needs to be established so that when they leave, their knowledge and experience have been transferred to the next generation.

**Step 1 – Engage key people in the succession planning process.**

An effective succession planning team is essential, which places a premium on selecting the right team dynamic. The qualities to look for in the succession team are people that are process-oriented, good communicators, have influence within the organization, understanding of job competencies and how to develop them, and are proven change agents. Be discerning on the appropriate involvement of those retiring or leaving in the succession planning process. Harnessing their experience and knowledge on competencies and evaluation of employees is valuable. On the other hand, direct input on specific successors may be an obstacle in implementing an unbiased process.

**Step 2 – Determine the purpose of the succession plan.** Typically, there are several reasons for creating a succession plan, and clearly identifying the purpose will assist in implementing an effective plan with tangible outcomes. Reasons for creating a succession plan include:

- Retirement of senior level employees in the next two to five years
- New strategic plan with a long-term implemented strategies
- Creation of different jobs and competencies because of restructuring, industry trends, or new direction
- Employee development and engagement
- Process of matching employee strengths and positions (also helps identify employees who don’t align with the organization)

**Step 3 – Identify core competencies.** In order to provide training and development opportunities for employees to grow into open positions, core competencies required for positions need to be identified. During this process, the team ascertains the competencies that are required and desired, as well as the factors that influence each key position. Factors could include advances in technology, strategic plans, or reorganizing.

For example, you might have a Finance Controller position that is meeting the current needs of your organization; however, in the future, your organization’s structure may require this position to take on additional responsibilities such as budgeting and financial planning, changing the role significantly. These changes need to be reflected in the position’s core competencies in order to develop the required skill set.

Developing a list of common core competencies across positions is useful when developing a general leadership program or academy. Competencies related to a position are helpful in creating individual employee development plans. Examples of core competencies include:

- Specific experience and technical skills
- Knack for innovation
- Proficiency in public speaking
- Ability to manage complex problems or projects
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• Understanding of team dynamics
• Talent to influence others
• Implement systems thinking approaches
• Capacity of life-long learning

Step 4 – Assess and identify the talent pool. The next step is to assess and identify internal candidates that have the highest potential to be successful in key positions. There are many resources and services available to assist in the assessment process. In general, individual abilities are assessed based on each of the core competencies to determine if the competency is a strength, is demonstrated by or needs development by the employee. The next part of the assessment process is to classify the employees into categories. Examples of categories to use are:
  • Ready Now – individual is ready for promotional opportunities or new challenges
  • Future – individual with additional training, experience and development could be ready within the next one to four years for promotional opportunities
  • Well Placed – individual is already in the right position and doesn’t demonstrate desire or ability to change

A third party may be hired to assist the succession team in reviewing core competencies as well as performing the evaluation to eliminate any biases and keep the process as objective as possible.

There are occasions and circumstances when the needs of the organization cannot be met by the current employees or there is a desire to bring in fresh ideas. The core competencies are a useful tool in recruiting new employees or providing cross-training to potentially develop someone within the organization for key positions outside of their current department or program.

Step 5 – Create action plans. An organization’s Succession Action Plan includes the following:
• Alignment of organizational strategic plan with succession planning
• Document key roles, responsibilities, and communication of succession plan
• Identifying potential open or new position in the next one to four years
• List core competencies
• Evaluation summaries
• Establish internal programs to assist in personal development plans
  • Cross-training/functional
  • Mentoring Program
  • Leadership Academy
  • Challenge/Stretch Projects
  • Shadowing Opportunities
  • Management and Supervisor Training
  • Heading up a committee or task force
  • Executive coaching
• Encourage participation in outside programs
  o Degreed programs
  o Professional Associates or Boards
  o Public Work Institutes
  o Certification Programs (Donald C. Stone Center)
  o Toastmasters

Individual Development Plans may include a variety of the above programs, and are to be specifically designed to close the competency gaps, what employees currently know and what they need to know. Well-designed plans assist the employee in honing strengths and gaining competencies in their weaker areas. The plans need to meet all the parameters of SMART (Specific, Measureable, Attainable, Relevant, Time-bound) goals.

There are two different approaches to communicating about succession planning to employees. One approach is full disclosure, with the intent to foster trust and build commitment. This may be very important to employees in the Ready Now and Future categories as positive reinforcement. The flip side is, those not being considered for future advancements will see the shared information as a de-motivator. With this approach, communicating the opportunity to move from one category to another is always considered when evaluations are done, so people won’t feel labeled forever by the organization. The other approach is to talk about succession planning and being transparent about competencies and how employees currently line up, but not specific as to which ones are “management material.” The idea is to assist everyone in personal development and when a position is open there would ideally be multiple candidates to select from within the organization. Each succession planning team should determine the appropriate level of succession planning communication to share with employees based on their organization.

**Step 6 – Embed succession planning in organizational culture.** Succession planning has to connect at every level within the organization to be credible and successful. Common and consistent language and actions should link overall organizational mission, vision, and strategic plan to policy and procedures, down to performance evaluations. For example, if innovation is part of the vision statement and is also identified as an organizational core competency, but managers who have been promoted are ones that are risk averse, there is an inconsistency that will hinder succession planning. Promoting innovation would be viewed as merely lip service, but not really how leadership plans on making succession decisions. When employees see alignment and consistency with the vision, they will be fully vested and make succession planning part of the organizational culture.

Succession planning is an evolving process; an organization’s succession plan should be reviewed and updated when necessary to reflect changes in the industry, community, and the capabilities of current leadership. A good rule of thumb is to conduct a yearly review.

Professional baseball has a very robust succession plan. Is your organization developing its next round of leaders and managers? Just like an MLB team, public works organizations need to recruit talent, identify their strengths and weaknesses, give them an opportunity to develop and grow (including some real-world play time), and they’ll be ready for their chance to be called up to the big league.

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Succession Planning: Case studies

Dan J. Hartman, PWLF, Director of Public Works, City of Golden, Colorado, and member, APWA DCS Quality Council; Sherri B. Zimmerman, Assistant Professor & Managing Director, Indiana University of Pennsylvania, Harrisburg, Pennsylvania, and member, APWA DCS Research Council

What will completing an APWA credentialing program mean for your future? These stories may provide an answer.

When I was working as young engineer reviewing development plans for the City of Steamboat Springs, I knew nothing about management, leadership, public speaking, budgeting and many other things that fill my days now. One fateful day about a year after starting that job in that small Colorado mountain town our public works director left, and I was shortly thereafter promoted to be the city’s public works director. I had no clue about the things that would now occupy my days.

“If someone had told me I would be pope one day, I would have studied harder.”
– Pope John Paul I. Likewise, had I known that I would be a director, I not only might have studied more, but actually learned the skills needed to make me successful.

The APWA Donald C. Stone Center for Leadership Excellence in Public Works was specifically designed to provide public works professionals the training needed to succeed. Within the DCS programming there are credentialing programs for Public Works Supervisor (PWS), Public Works Manager (PWM) and Public Works Executive (PWE). These are designed to provide the skills needed to lead and manage public works organizations.

Erin M. Salmon, PWM

Erin is like many people in public works. She went to school in engineering and then began working for a city as an Engineering Tech. She spent 12 years working for the City of Sun Prairie, Wis., before moving to the City of Portage.

Erin had a desire to move into management and leadership roles but felt she needed management education to achieve longer term goals. She started the DCS PWM program in 2014, while employed with the City of Portage. She completed her Public Works Institute through Iowa State University and began working with her mentor to gain management skills and complete her project. For her project she developed a records management program for the City of Portage.

Erin was approached by a local construction company (Davis Construction Company of Portage) in July of this year about potentially coming to work for them in a management position. When discussing her management experience she referred the potential employer to her professional portfolio that she compiled as part of her DCS work. His response was that she was probably overqualified, even with no management title. The good news is that Erin got the job and is now the Operations Manager overseeing the day-to-day operations of the company with a 21-person staff. She is on her way to a potential ownership position in the company as well.

Erin is also happy to report that the City of Portage funded her records management program, and will begin implementation after the first of the year. This was great news for Erin, particularly because there isn’t construction work that time of year and she will be able to guide the implementation of her records management program and is excited that the City will benefit from her DCS program.

When asked if the PWM helped her get the job with the contractor, she was certain that it was a real plus. When asked what she would say to someone who was contemplating applying to DCS she said, “I would tell them not to think twice, you will learn so much, and you will become a leader.” One more thing Erin would tell someone is that the relationship you will develop with your mentor will provide you a friend, peer and professional colleague that will last the rest of your career.
Jimmy Mach, PWM

Jimmy graduated from San Jose State and started working for a private contractor doing work at San Francisco International Airport. From there Jimmy worked with a number of private design firms and enjoyed working on big highway projects. Jimmy found his way to the City of Oakland, Calif., where he is a supervising Civil Engineer.

In the beginning he found the DCS program a bit confusing and he didn’t know quite how to start. The program has learned from feedback like this and participants and mentors now have an easier time getting started.

When asked about his DCS experience and its value to him in his career he said, “You don’t go to school for this kind of stuff” and the DCS program “hit the nail on the head.” He was particularly appreciative of the focus on the core competencies needed to be a public works leader. His PWM program has helped him be more organized, see the big picture and feed his drive to improve. Jimmy is committed to lifelong learning and feels this has provided a good outline to be successful.

Jimmy’s project was to develop pavement management strategies for the City of Oakland. His final report provides high-quality information that, in addition to the skills he learned completing the project, provides a valuable resource to the City of Oakland.

Jimmy feels that the program not only provided him with a credential, but he also gained a lifelong mentor and friend.

Wendy Springborn, MBA, PWE

“The requirements for each level within the Donald C. Stone program are slightly unique and have their own challenges for the individual pursuing the credential—challenges that create opportunities to think and approach issues differently,” says Wendy Springborn, Engineering Services Manager for the City of Tempe, Arizona.

Based upon the qualifications for each level, Wendy chose to pursue the Public Works Executive (PWE) credential. “I am beyond excited for pushing myself to attain this credential,” she says. “As I move forward with my career, I see this credential and my professional portfolio as a leg-up while I advance my career.”

According to Wendy, anything worth doing should challenge the individual. “My challenges with the DCS program came down to prioritizing and understanding the end product. My priorities changed during the course of pursuing this credential. At times, my capstone project had to take a backseat to other events in my life. I was fortunate to have a mentor who understood this and was ready and available when I could re-engage.”

Understanding the end product proved to be the most challenging for Wendy. “As part of the PWE credential, we were required to develop several documents—a professional development plan, journal, résumé, list of accomplishments, professional statement and last but not least, a capstone project. It had been quite a while since I had completed my master’s thesis so getting back into the groove of completing a capstone project proved to take the most time for me.”

As Wendy indicates, even though she found this part the most challenging (and challenging is relative), she had the most amazing assistance from her mentor, DCS staff and program volunteers who helped her throughout the program. “All these individuals provided guidance so I never felt like I had to figure things out on my own. They helped me to stretch beyond my current skill sets; they challenged me to think and analyze differently; they helped broaden my perspective of how I perform my daily work; and, they have caused me to reflect on what I need to do to prepare myself for the next level of responsibility and leadership.”

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Succession Planning: Documenting using APWA’s accreditation program

Maher Hazine, P.E.
VP Director Municipal Services
WC Scoutten Inc., Pine, Arizona
APWA Director of Region VII

The purpose of the APWA accreditation program is to provide a means of formally verifying and recognizing public works agencies for compliance with the recommended practices outlined in the Public Works Management Practices Manual. The program is intended to be a voluntary evaluation and education program rather than government regulated activity to recognize good performance and provide motivation to maintain and improve performance.

The process begins with self-assessment which utilizes the above-referenced manual to determine how an agency’s policies, procedures and practices compare to recommended practices identified by nationally recognized experts in the field of public works. While this is relatively simple process to go through, many agencies have a hard time documenting their existing business practices (yes, I said “business” as I truly believe that those of us in the public works industry are simply business owners/managers; the only difference is that the product and service we provide for customers is public works). The reason for the difficulty, it seems, is that as public works professionals we tend to know what needs to be done but struggle in the documentation part of our job. To clarify, this does not apply to all in the profession but more of a general statement of our industry. Additionally, once we begin documenting our practices, we have a hard time distinguishing between policies and procedures. I saw examples of this while doing site evaluations. So I thought I would focus this article on the systematic way for documentation and help distinguish between policies, procedures and practices. We will start with quick definitions of each.

Policies
Policies are the guiding principles used to set direction of an organization. They guide and influence decisions based on framework of objectives, goals and management philosophies as determined by senior management and agencies elected officials. Policies tend to be the “Why” we do certain things. For accreditation, it is suggested that policies begin with the statement “The Policy of this Department/Agency is.....” Some of these policies are based on governing documents of the agency; some are more department-based and are under the discretion of the Public Works Director.

Procedures
A procedure is a specific way (steps) of accomplishing something. It is a series of steps to be followed as a consistent and repetitive approach or cycle to accomplish an end result. Once complete, you will have a set of established methods for conducting the business of your organization, which will come in handy for training, process auditing, process improvement, or compliance initiatives. Procedures are the “How” we accomplish our assigned tasks.

Practices
A practice is the action or process of performing or doing something. Our practices should be consistent with our established policies (“Why”) and should be specifically defined through predefined procedures (“How”). Our practices tend to be the “What” we do.

So every agency must document “What” they do and “How” to do it and reasons for doing so (the “Why”). Now that we have a better understanding of the difference between these terms, let’s explore how we go about documenting them in the simplest way possible.

A good place to start the process is a review of the Public Works Management Practices Manual for those practices that are applicable. As you determine which practice is applicable to you, start evaluating each practice and establish the applicable policy and procedure necessary. These practices outlined in the manual define when you need to establish a policy and when you need to establish a procedure.

Remember that Chapters 1-9 are applicable to all agencies regardless of your area of responsibility. Then each chapter within the manual must be reviewed for applicability. Once you determine that a chapter is applicable, review each practice and ask yourself: “Is my department responsible for this?” regardless if you do the work with internal forces or you contract it out. Essentially, is this practice part of your core services? If it is not, define who is responsible for this work. That could be another department, another agency, or simply not applicable to your agency (such as beaches in Arizona!).
Outlining our procedures
Procedures are essential. They maintain control, ensure consistency, enable training of your growing staff, avoid issues, demonstrate due diligence, and even keep you, your employees, and your company out of the headlines. In some cases, written procedures may even be a legal requirement.

You can start the process of documenting procedures by using flowcharts to illustrate your existing way of doing things. Review the current procedure and ensure that it still meets your needs and is consistent with policies. Then, convert these flowcharts into short and snappy writing. Remember that procedures will only be read and followed if they are short. Lengthy procedures are hard to digest compared to shorter procedures with short, tight explanations, bullet points, headings, images, checklists, and graphics.

Drafting your policies
Before you start the process of writing any policy, it is important to gather the information you need to effectively focus your preparation. The key when starting is to be clear on the point of the policy you are about to develop. Is the policy being developed in response to a problem encountered, in response to a new system-wide policy issued by a regulation, or for some other reason? You need to determine what you are trying to accomplish (start with the end in mind), and make sure the point of the policy will be clear.

Closing thoughts
Finally, but certainly the most important step, is to define a champion that will manage the process. This champion will be your Accreditation Manager. This individual may not necessarily be in a formal position of authority (such as a supervisor or manager) but must have the clear authority to direct staff on your behalf to get things accomplished.

Additionally, this individual must be very detail and task oriented. While this may seem to be a big task, just remember the saying, “How do you eat an elephant? One bite at a time.” Before you know it, you are well on your way of documenting your business practices and applicable policies and procedures. That is about 90% of the accreditation process. Keep in mind that you do not have to get it perfect the first time. You will have opportunity to review and revise as necessary. Remember the saying from Nike: “Just do it.”

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About four years ago I made a decision to make a move to a new adventure. After almost thirty years in one organization, I was compelled by a variety of reasons to seek out another chapter in my life. Typically when public works guys make such a move they don’t go so far away, but having made such a move, albeit 30 years or so earlier when I left New York to chase my then girlfriend and now wife, I had an inkling of what I was about to do.

So with my family in tow, we drove halfway across the country to Texas. By the way, everything IS bigger in Texas too, with the exceptions of parking spaces, radii at intersections, and traffic signal faces, and a few other oddities. And there are more hamburger places than there are people, or it would seem so…and they are all different too…apparently BEEF is the state vegetable, flower, flag, motto, bird, and obviously the primary choice of protein…and when you are bored with the burgers then there are Tex-Mex restaurants about every 100 yards and they are all good!

Anyway, I was looking for a place where I could take my public works show on the road and so I Googled “better places to live” and that is when I found my current assignment in Rowlett, Texas, where I was initially hired as the Director of Public Works and Development. (I have since been promoted to Assistant City Manager, but my heart will always be in public works!)

Rowlett, Texas was where I encountered one of the most comprehensive selection and interview processes I had ever encountered (that is another article). After a series of what appeared to be never-ending hurdles, I got the extensive questionnaire, so I figure I must be getting closer to the finish line. Only 30 more questions designed to get into my innermost prior programming and thought processes. These folks really wanted to know me well.

So after all the poking and prodding, psychometric testing, multiple interviews, I thought, “No problem, I got this…”

So while there are many stories and lessons for that particular adventure, the thing I wanted to share here was infamous “Question 17.”

You might ask, what is Question 17?? Well, I’ll tell you. Actually the question itself is not what was important or even particularly interesting.

What is more important was the answer to Question 17, since it was what got me the interview in Rowlett, it is what ultimately got me the position in Rowlett, and it has served me well (most of the time). It is something that has developed over the years, with bits and pieces from those who have inspired me. I have shared it with my staff and have asked them to consider it in their dealings with those they encounter.

Well the answer is...

**Jim’s Instant Rules for Leadership and Results...in no particular order of importance...**

**Employ preemptive strikes** – those who make the first move are always closer to getting to their goals than those who just simply react, whether they are making decisions, enacting new practices, or in negotiations. BE PROACTIVE!

**Ask yourself the “20 questions”** – QUICKLY, critically, and inquisitively answer the 20 questions of yourself...before acting, responding, or committing to anything, and include dumb questions—if you don’t ask the questions of yourself, then someone else will ask them, and that will derail your progress, and then it is back to the drawing board or worse yet, you look unprepared and you look STUPID and you spend all your time chasing your own tail.

(NOTE: The following is a Sub-Rule of the “20 QUESTIONS,” but no less important!) And as far as STUPID, **Don’t do stupid** – Under no circumstances do stupid, no matter who tells you to do stupid, don’t do stupid, no stupid, stupid is bad. And don’t let others do stupid either, that is as bad as doing STUPID yourself!!!

**Ask your staff the “20 questions”** – so they don’t do STUPID and it is very likely they have ideas that will make things bigger, better, and faster. Do this regularly and publish and share results, good and bad, positive and negative. And don’t punish failures; embrace them as learning moments. Learning moments are what makes strong teams.
Anticipate outcomes – whatever the circumstance, it is likely it happened somewhere to someone before, so learn from the mistakes of others so you don’t have to make those mistakes yourself, and if you have to make mistakes yourself, learn from them, remember those learning moments...

Trust people – but do relentless follow-up. If you assume that things will get done just because you said so, you are and will be doomed for failure and it won’t be their fault, it is your fault. You are accountable, so your staff should be held accountable for their actions too, so FOLLOW UP relentlessly! It is your job.

Move quickly – Make fast decisions, get things to next step, don’t wait, don’t waste time, don’t allow others (or anything) to be obstacles, do the workaround when necessary. Standing still is falling behind.

Seek resolutions – Get to the end of an issue, get closure on outstanding items, act or have a reason for not acting that is defensible. (This is sort of a binary thing: 1. We are either working on it and it will be done date specific or 2. It is a dead issue and we are done with it, it can’t be both. Pick one and move on.)

Always be nice – This is a twist on the “Roadhouse” rule – you can be an (fill in your own expletive here) but as long as you are nice about it. (Dalton actually said, “I want you to be nice... until it’s time... to not be nice.”)
So if you are nice, people will not be as defensive, they will appreciate your honesty, they will witness your credibility, and they will embrace your candor, and they may even accept your position, simply because you were nice, even if the news was bad.

Use the right weapon (or tool) – if you use the elephant gun when you need the peashooter you’ll be doing a lot of mopping up and you’ll develop a reputation for overreacting. Your efforts are better served getting appropriate reactions and getting results. Reputations follow you and your organization’s successes or failures, both good and bad—remember, it is up to you what they will say about you.

Live by the Athenian Oath – “We will revere and obey the city’s laws and we will do our best to incite a like reverence and respect in those about us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public’s sense of civic duty. Thus, in all these ways we will transmit this city greater, better and more beautiful than it was transmitted to us.”

Simply put, leave it better than you found it.

And the answer is...

“What is Question 17?”

Jim Proce is the Assistant City Manager for the City of Rowlett, Texas, where he is responsible for Public Works, Utilities, Fleet Services, Development Services, Building Permitting, Parks and Recreation, Information Technology and whatever else comes his way. He is a Public Works Leadership Fellow (PWLF), has been a speaker at the APWA Congress, is an APWA Community Involvement Award Winner, and currently serves on the APWA Leadership and Management Committee and has served on other APWA committees during his tenure. He can be reached at jproce@rowlett.com or found on the streets of his city patrolling, talking with his customers or just about anyone he comes in contact with.
The Airing of Grievances: An unconventional approach to communication

Ryan Petersen, PLS, GISP
PWD Technical/ROW Supervisor
Asset Management, Charleston County Public Works, North Charleston, South Carolina
Member, 2015 APWA Emerging Leaders Academy

During a recent business retreat in Kansas City this past fall, something interesting happened to me while participating in a classroom discussion about communication. I had grabbed the class’s attention while explaining a program incorporated into my management toolbox which I have practiced for about three years with very positive results. In a nutshell, it is a planned one-on-one meeting which I schedule monthly with employees under my supervision. I call the meeting the “Airing of Grievances.”

Some of you “Seinfeld” enthusiasts may recognize the phrase which I first heard in a 1997 episode named “The Strike” written by Dan O’Keefe. During the episode, there is a scene in which one of the character’s father performs what he calls the “airing of grievances,” where he goes around the dinner table and belligerently proclaims things in the past year that have bothered him about the individuals sitting at the table. It is a ridiculous, uncomfortable, and hilarious review of what he dislikes about that person. As I watched it in my adolescent years, the episode struck a chord with me. Frank Costanza, the character’s father, although hilariously belligerent and unruly, was expressing his feelings truthfully and getting the point across to his “victims.” It was an unconventional, but effective, form of communication.

After accepting a supervising position with Charleston County Public Works, I wanted to find a better way to connect with my employees. I am not sure why I thought of that particular “Seinfeld” episode, but I used the title “Airing of Grievances” to schedule a one-on-one meeting with my employees. I guess it is common nature for me as an adult to carry what happened in a completely fictional setting to my real life. I developed a plan to schedule a monthly meeting with each employee in my office and deemed it the “Airing of Grievances.” My idea was to sit down with each employee and allow a two-way conversation to discuss things that are happening in our workplace, good and bad. The meeting was an instant hit. Soon after implementing the program, I realized that my team started to enjoy the sessions more and more as we got comfortable with each other.

Once I realized the interest that “Airing of Grievances” meeting sparked when describing it to groups and colleagues, it became obvious that I should attempt to share my experience with a wider group. I hope to accomplish two things by writing this: first, give a quick overview of what the “Airing of Grievances” meeting is about and how you can implement it as a manager or supervisor; and, second, describe the lessons I have learned and benefits I have received. Hopefully this will convince the reader to try it out with his or her employees. I truly believe conducting this meeting has helped me develop into a more efficient supervisor and manager.

Although the title of the meeting is a little misleading, my interpretation of
"Airing of Grievances" is not the verbal mauling that Frank Costanza exhibited in the “Seinfeld” episode. Instead, the meeting’s intention is to allow my employees and me to go back and forth and discuss current events that affect our work environment at that time. It also serves as a motivational meeting to discuss and set goals and paths moving forward to achieve those goals. A generic itemized agenda is supplied by me each session which discusses the following topics: barriers the employees believe are preventing them from performing their jobs at a higher level; things they expect from me as their supervisor; behaviors I have liked from them since the last meeting; areas where I believe they need improvement; and a review of goals set from the prior month, as well as setting of goals for the next month.

As you can tell, most of the structure of the meeting is aimed at allowing my employees to give me feedback on issues about their work environment and interpretation of the tasks that are given to them. It differs from the normal supervisor-to-employee meeting where the supervisor assigns work or demands updates on progress. The agenda is used as a guideline to get us back on track if we have strayed too long off topic. It is also used to take notes while discussing agenda items to use for archiving and review of requests asked of me from previous sessions.

Setting up the program is dependent on one’s availability and priority situation, but should be easy to fit in most schedules. All it takes is setting up the meeting on a reoccurring schedule. I want to emphasize the fact that if you commit to starting this program, you as the supervisor need to set a high importance of this time or brushing off an occurrence is a recipe for disaster, as it will come off to the employee as you do not care about them personally and professionally. My suggestion is, if you are going to commit to this program, make sure you understand that there is no turning back once it has started. Anyone should be able to mold this program to fit their work environment. If you are a director, meet with your department heads; if you are a manager, meet with your supervisors, etc. Next, create an easy agenda and note sheet for each meeting. I use a structured line item list with seven objectives to fulfill which I add bullets to each month. This seems to help with the movement of the meeting and also allows my employees to plan topics beforehand. My agenda is shown below (I filled in specific examples and hypothetical answers shown in green).
The benefits of “Airing of Grievances” have been monumental for me as I continue to develop my supervising and management style. I created this time with my employees because I did not believe that probation and annual reviews were enough to keep my employees on track with what I wanted them to accomplish. Division meetings are useful but oftentimes people hold back their ideas and feelings when speaking amongst groups. Also, working in a political environment, as such in the public sector, can be confusing for employees at any level. Meeting with my employees monthly has helped them understand some of the tasks that have been given to us by political entities. The sessions have been vital for me because they have allowed me to better understand who I am working with personally and professionally. “Airing of Grievances” will quickly help bosses understand the strengths and weaknesses of their employees by just listening to their concerns and comments. Once a manager understands this, he or she will become better at delegating and planning work to produce more efficient results with their employees. This program also builds trusting relationships by communicating both ways what you as the supervisor expect out of your employee and what your employee expects in return from you. It also presents coachable moments for the supervisor, which can help the employee problem-solve in various situations. Starting out as a supervisor in a professional environment can be intimidating given the different factors that come into play and managing the different personalities that you encounter. The biggest benefit I have realized through this program as a supervisor is the power of listening. I have learned that listening can be one of the most effective tools when trying to figure out how to motivate someone. Without setting this program up in my early stages as a supervisor, I am not sure I would have realized this as quickly as I did.

The last thing I want to mention in this article is the reason why I refuse to change the name of the meeting from “Airing of Grievances” to something generic like motivational monthly meeting. I believe when I describe the program to a group or individual the title sparks interest and controversy. People recall the “Seinfeld” episode and it is a good ice breaker which helps retain the information I share with them. In some weird way, it also comforts me as I believe it is a tribute to a show
which had such a profound effect on my personality. Frank Costanza was most certainly crazy, but he was truthful and expressed his feelings in his own way. In a lot of working relationships, the word “truthful” is not always a word expressed when describing supervisor-to-employee relationships. Studies repeatedly have shown that the relationship between supervisor and supervisee is a crucial element to individual workplace happiness. The “Airing of Grievances” meeting’s purpose is to create a setting in which supervisor and employee can be truthful to each other and learn from those experiences. I believe that this program can help anyone in a management or supervisory role no matter what industry you apply it to. It is an effective tool for the novice supervisor or for the senior manager of a company. Solid communication is such a vital thing to use when directing or motivating individuals but it is not always easy for everyone to accomplish. It is funny to me that people take such interest in this idea of meeting with their employees one-on-one. For me it seemed like common sense and second nature to sit down with my employees and get to know them. I was a little taken aback when I realized that this is not the case for everyone. I encourage anyone who can utilize this program to implement it because I know you will be astounded by how much easier managing an effective team will become. As it becomes increasingly more complex and difficult to communicate with today’s workforce, this program is a good way to bring it back to the basics of a simple one-on-one conversation.

Ryan R. Petersen can be reached at (843) 202-7600 or rpetersen@charlestoncounty.org.
Q “I keep hearing people talk about how public works isn’t ‘selling itself’ to the public or their elected officials. How are we supposed to make that happen?”

A There are many options for telling our story and we all want to do so, but somehow we don’t get started actually doing it. That seems to be the issue. We don’t always have a staff person in our own department that has the skill or background to work in the media relations field. How can we expect to get our message out if someone isn’t there to do so? Maybe it’s time for public works to ask for a position for an Outreach and Education Coordinator who could pull together media stories about stormwater education, special projects, success stories of major projects, and informational stories about the areas where we provide daily service. Possibly this could be a major step in getting funding for necessary infrastructure by making it a “real” story rather than giving the impression that all we do is “whine” about all the millions or billions of dollars we need to correct our infrastructure needs when the public doesn’t know what “infrastructure” is. If you are interested in visiting with an agency that has such a program, you might like to contact Doug Bear, Kitsap County, WA, Public Works Dept., dbear@co.kitsap.wa.us; or Eric Jones, Public Works Department in Eugene, OR, eric.r.jones@ci.eugene.wa.us. They would be happy to give you the benefit of their expertise.

Q “I read something about ‘smart’ benches that were being placed around cities that not only provided seating but offered a place to charge phones, etc. Is this really viable?”

A Apparently Boston, New York City, Cambridge, Chicago and several others have been installing “smart furniture” to provide solar charging stations but will also be outfitted with a variety of sensors that will collect and share data with city agencies. Smart furniture, whether it’s a phone booth, trash can, or park bench, has the potential to turn existing parts of the urban landscape into automated sources of data and information. Cities want to maintain their reputation of being innovative in technology areas and these benches appear to be a good way of doing so. Not only that, but being able to collect the data from WiFi and Bluetooth applications can provide valuable tools for economic developers by recording traffic counts in an area where a new restaurant or grocery store might be considered. One aspect of the new benches is to provide needed street furniture with the data collection/solar charging stations in the same function without adding another traffic counter, etc. It will be interesting to see how they perform.

Q “We recently had a worker killed in a work zone area. All the signage was there and everything required to provide work zone safety was in place. Bright orange vests, retroreflective tape, everything possible is being done but drivers continue to violate the speed limit and directions. Is there anything else we should be doing to save lives?”

A With almost 600 construction workers killed a year in work zone-related accidents, the industry is desperate for some solutions and it appears that researchers at Virginia Tech think they may have an idea that could cut those fatalities in half. Their solution is the InZoneAlert vest, which incorporates radio sensors and GPS tracking that workers wear on or inside the vest coupled with “connected vehicle technology.” If a collision is likely the sensors warn the construction worker and the driver of the vehicle. Thanks to technology, these sensors are no bigger than a cell phone and eventually could become as inconspicuous as a pack of gum. Those developing the vest believe that any warning workers can be given is better than no warning at all. One of the researchers of wearable technology and smart clothing like this vest says it could also be used by policemen and first responders. “Anyone who has to be out on the streets with passing vehicles could benefit from an individualized warning,” he says. One of the goals of the team working on the InZoneAlert vest is to make sure the alert is distinct but not jarring. According to the researcher, “We don’t want to add to their cognitive load. We don’t want to
give them false alarms. We just want to give them a few seconds notice that someone is coming toward them and then give them a chance to get out of the way.” If you’re interested in more information about connected vehicle technology, you might want to pull up the education session presented at the APWA Congress in Phoenix by Kate Hartman, Connected Vehicle Pilots Program Manager, U.S. Department of Transportation; Tom Schaffnitt, president of A2 Technology Management; Todd Henderson, subject matter expert for Cartegraph; and Nate Hartman, representing the drone industry.

Q “Someone told me that special districts or departments that are not a part of the public works department of a city or county can become Accredited. Is this true, and if, so what might those be?”

A It is indeed true and it is possible! Our first special district was Clark Regional Wastewater District in Vancouver, WA. They have been Accredited and now Re-Accredited for the third time. They are a stand-alone wastewater district but were responsible for many of the chapters in the Manual because they provide fleet, facilities, etc. to operate their own operation. In addition, the Mohave County Emergency Management Department and the Mohave County Flood District have also been Accredited. Many utilities serving both water and wastewater are also Accredited; some within public works and several as enterprise programs for the city/county. They all report the same benefits; developing well-documented policies, practices, and procedures and having them available to all their staff in one Standard Operating Procedures document; improved recognition and confidence in the department by the governing body; increased employee morale and pride in their profession. For more information, contact Ann Daniels at adaniels@apwa.net.

NOTE: Speaking of Accredited agencies, we were excited to recognize the first 100 Agencies to be Accredited at the Awards Ceremony in Phoenix. We continue to grow and now have 104, and three more to host their site visits prior to the end of the year!

Ask Ann…

Please address all inquiries to:

Ann Daniels
APWA Director of Accreditation
2345 Grand Blvd., Suite 700
Kansas City, MO 64108-2625

Fax questions to: (816) 472-1610
E-mail: adaniels@apwa.net

From left to right at “Hogtoberfest” are APWA Past Presidents Bob Freudenthal (2005-6), Noel Thompson (2008-9) and Tom Trice (2004-5). From Past President Trice: “We were at the Hogtoberfest in LaGrange, Kentucky, hosted by Noel and his family on the farm known as Stone Ledge. They spent that Friday night preparing and cooking a several-hundred-pound hog and had a great event on Saturday, October 3. Once done, everyone jumped in and began pulling the pork off the hog. Great food, everyone brought a dish, a band played from the porch of the cabin, and the stories that got told around the bonfire were great. What do Past Presidents do? They hang out and tell the stories.”
MARKETPLACE

Products in the News

Tippmann Post Driving Equipment introduces side mount adapter for driving u-channel posts

**Tippmann Side Mount Adapter** fastens quickly to all **u-channel posts** ranging in size from 2 lb. per foot all the way up to a 4 lb. per foot post. Whether you are driving an 8 ft. post or a 14 ft. post, this adapter will allow you to drive from a height you are comfortable with and your feet on the ground. This adapter is equipped with 11 sturdy attachment pins, which fit all major manufacturer u-channel hole patterns. The side mount adapter is then held in place by a long retaining pin and clevis. Learn more about this adapter as well as view online video demonstrations by visiting propanehammer.com. Or call toll free for a free brochure: (866) 286-8046.

ClearSpan™ is the industry leader for sand and salt storage

**ClearSpan™ Fabric Structures**, the preferred choice for sand and salt storage, provides design-build and energy-efficient solutions for material, equipment and other storage needs. Just recently, the Township of Wayne Department of Public Works in Wayne, N.J., installed a 65’ wide by 100’ long ClearSpan Hercules Truss Arch building for their salt supply. The ClearSpan buildings feature abundant natural light and spacious interiors without support posts. With minimal foundation requirements, the structures can be permanent or temporary, and are easy to relocate. Made in the USA, they can be built to any length and up to 300’ wide. According to George Holzapfel, Wayne’s public works director, “[The building] is well received. Material stored is safe from the elements and access for trucks and equipment is excellent.” For more information, call 1-866-643-1010 or visit www.clearspan.com/ADAPWA.

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.

**ActiveVision™ from Lytx®**

Lytx®, Inc., the global leader in video-based driver safety, unveiled a major leap forward in safe driving innovation with its **Lytx ActiveVision™** service available for select Lytx DriveCam™ clients immediately, and industry-wide in January 2016. The
ActiveVision service is a revolutionary and comprehensive safety solution that helps detect and address, both in real time and over time, distracted and drowsy driving. The ActiveVision service uses advanced analytics to identify patterns of behavior—such as lane departure or following too closely—that are indicative of distracted and/or drowsy driving, and then uses video to help pinpoint the possible root causes. For more information, please contact Gretchen Griswold at (858) 926-2445 or ggriswold@lytx.com.

World Water Works announces exclusive global partnership for groundbreaking wastewater and optimization technology

World Water Works, a leading designer and manufacturer of wastewater treatment solutions, has been selected by the District of Columbia Water and Sewer Authority and the Hampton Roads Sanitation District to bring their patent-pending AvN™ technology to the global marketplace. The technology, which achieves a balance in Ammonia Oxidizing Bacteria vs. Nitrite Oxidizing Bacteria, is a wastewater process control and optimization technology that applies selective pressure to aid in the segregation of the desired bacterial populations. This allows wastewater treatment systems to achieve low total nitrogen discharge parameters with upfront carbon diversion for other beneficial uses. For more information about World Water Works, please visit www.worldwaterworks.com.

Ahern Rentals, a leading construction & heavy equipment company

Ahern prides itself on its unbeatable customer service and offers 24/7 customer service accessible by phone, e-mail, online chat, and Skype. The company lives the American dream. From humble beginnings of a family business in Las Vegas in 1953, it has now grown to 85 rental locations in 26 states. They also provide a wide variety of agricultural and construction equipment in addition to general tool rentals, ranging from lawnmowers to street sweepers. Ahern has over 60 years of experience in the equipment rental industry with a qualified and professional staff and also offers new and used equipment sales and repair for the best maintenance and service of their products. For more information, call (800) 400-1610 or visit http://www.ahern.com/equipment-rentals.php.

Intertek acquires MT Group

Intertek, a leading provider of quality solutions to industries around the world, has acquired MT Group, a materials testing and specialty construction inspection firm, headquartered in Long Island, N.Y. The acquisition further expands Intertek’s portfolio of services in its Building & Construction line to support the building commissioning and building sciences markets, and extends its fenestration testing reach into the New York City metro area. Intertek will be able to integrate MT’s geotechnical evaluation services, materials testing, and specialty inspection capabilities, into its already extensive service offering. This acquisition also builds on Intertek’s successful purchase of Architectural Testing, Inc. (ATI) in 2013 to further extend its services to the construction phase of the building cycle. For more information, visit www.intertek.com.

VIMOC Technologies expands its deployment of sensors in Palo Alto

VIMOC Technologies, Inc. has announced that it has won a contract to expand its deployment of sensors in Palo Alto to deliver urban intelligence to city planners and citizens. The services enable the city to measure pedestrian and bicycle flow throughout public spaces and provide real-time parking availability to relieve congestion and improve mobility. Palo Alto’s contract with VIMOC includes the installation of 45 sensors to count pedestrians and bicyclists. To ensure privacy, sensors do not collect images or any other personal information. Sophisticated algorithms can translate movement into data that is amorphous and yet predictive. Data is processed in the field and then moved to the cloud so that it can be accessed and used to identify trends and make decisions. For more information about VIMOC Technologies, please visit www.vimotec.com.
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PROFESSIONAL DIRECTORY
In addition to performing the cleanup after the parade celebrating the Kansas City Royals winning the World Series, the Kansas City Public Works Department’s equipment was featured during the parade—especially good for added media coverage. “Good old public works, one of the first on the scene, always the last to leave, only after it’s all cleaned up!” said Larry Frevert, P.E., PWLF, APWA Interim Executive Director as well as Past National President. Way to go Royals! Way to go Public Works!
UPCOMING APWA EVENTS

PWX
2016 Aug. 28-31 Minneapolis, MN
2017 Aug. 27-30 Orlando, FL
2018 Aug. 26-29 Kansas City, MO
For more information, contact Dana Priddy at (800) 848-APWA or send e-mail to dpriddy@apwa.net.

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JANUARY 2016

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