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We hope you are taking a few minutes from preparing to come to Watertown for the Annual Conference to read this issue! The City of Watertown has worked hard and has enthusiastically welcomed this Conference, and we are very pleased to join them in offering a packed agenda of information, great speakers, and relevant topics this year.

It seems early to be gearing up for the legislative session, but to us, a big part of the Annual Conference is hearing from you on the Policy Committees’ work on the annual Statement of Policy. And in case you think these policies don’t matter, look at our legislative agenda for the past years. Every bill is based on a statement you have adopted. The biggest bill of the last session, the highway funding package, was previewed by a speaker at last year’s conference. It is incredibly important that you make sure we are representing the thoughts of your city when we talk to your legislators.

The Conference Agenda contains a wealth of information. For General Sessions, we are especially excited to hear from Janet Ady, who wrote The Rural Economic Development Toolbox and has a wealth of practical tips and tools for you to craft your own economic development strategy.

Internet security, cybercrime, and the physical safety of your employees also takes a front stage at this conference, as Attorney General Marty Jackley discusses identity theft, fraud, and other security issues, and Trooper John Peary walks you through dealing with dangerous people.

Finally, we look forward to hearing from Mark Mickelson, Speaker Pro Tempore of the SD House of Representatives, as he discusses the future of our state, focusing on economic development, education, and the state’s fiscal status.

In short, we think you will learn a tremendous amount, get to meet and greet old and new friends, and have a great time at this year’s Conference. We can’t wait to see you all there!

Until next month, remember we are always available at 1-800-658-3633 or yvonne@sdmunicipalleague.org.

Yvonne Taylor
Executive Director
“Make new friends—but keep the old. One is silver and the other gold.” Any Girl Scout will remember this little song. I never tire of hearing it. It is applicable to any age person.

I keep coming back to that as I write my last column as your SDML President. What an experience this has been! I am anxious to see a great many of you in Watertown October 6-9 for our annual SDML Conference! Thank you is all I can say to both the SDML staff and to Mayor Thorson and his staff as well as the community of Watertown for hosting this year’s event. I know a lot of time and effort has gone into the planning of this conference. Great speakers, workshops, networking, vendors and of course DOOR PRIZES! (Everyone knows I love to participate in the door prizes!)

As I get ready for this event, I also am counting down the days to retirement. This last year has flown by and soon it will be December 31st and I will end my 27 year career in government finance. I will not bore you with any of my ramblings on that subject. I am going to leave that for the conference!

Several years ago, I sent a sympathy card to the family of a very dear friend and high school classmate of mine. I do not know who wrote this; but I copied this and have kept it nearby and read it from time to time. The following is the message in that greeting card. I would like to share it with you now:

“A life well lived is a precious gift of hope and strength and grace from someone who has made our world a brighter, better place. It's filled with moments sweet and sad, with smiles and sometimes tears, with friendships formed and good times shared and laughter through the years. A life well-lived is a legacy of joy and pride and pleasure. A loving, lasting memory our grateful hearts will treasure.”

Thank you all for being my friend and colleague. I am so proud to be a part of the South Dakota Municipal League. God Bless you all.

Jeanne Duchscher  
President
Three area election workshops are scheduled this winter to assist election officers in conducting elections. The Secretary of State’s office, Associated School Boards of South Dakota and the South Dakota Municipal League will again co-sponsor workshops covering all aspects of elections – from notices to the final canvass – including question-and-answer sessions.

Municipal finance officers and school business managers have statutory responsibility to conduct elections in their local jurisdictions. Properly conducted elections are an integral part of the democratic process. The many hours of diligent work on the part of the election officers enhances candidate and voter participation, and provides for accurate and consistent elections.

Election officers may choose to attend one of the following three election workshops:

- Rapid City Ramkota Hotel November 18th
- Pierre Ramkota Hotel November 19th
- Sioux Falls Ramkota Hotel November 20th

The workshops will begin at 9:45 a.m. local time and conclude at approximately 3:30 p.m. Registration is $25.00 per person and will cover coffee, workshop materials and lunch.

Registration Form
2015 Municipal/School Election Workshops

Municipality: __________________________

Name (Please Print)                Title                Email
__________________________________  ______________________  ______________________

Please choose one workshop to attend:  □ Rapid City  □ Pierre  □ Sioux Falls

Number attending ________ @ $25.00 each = $________

*Make checks payable to SDML, Sorry no credit cards accepted.

Registration Deadline: November 2, 2015 (No refunds will be given after this date.)

Please send to: South Dakota Municipal League, 208 Island Drive, Fort Pierre, SD 57532
Publication Order Form

The following publications are available from the SDML office. To order copies, please indicate the specific publication you are ordering, enter the quantity desired and fill in the mailing information at the bottom of this form. Please call 800-658-3633 if you have any questions.

_____ Subscription to South Dakota Municipalities, the official magazine of the South Dakota Municipal League (1-year subscription, published monthly) $30.00

_____ Handbook for South Dakota Municipal Officials* $60.00
(This includes the 2012, 2013, 2014, 2015 Supplements.)

_____ Handbook for South Dakota Municipal Officials* - Non-Municipal Price $120.00

_____ Supplement to the Handbook for South Dakota Municipal Officials* $10.00/copy
Please indicate which year or years: ☐ 2015 ☐ 2014 ☐ 2013 ☐ 2012

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_____ Sample Personnel Policies Manual $125.00
(Electronic version)

_____ 2015-2016 Directory of South Dakota Municipal Officials $20.00

_____ Guide to South Dakota’s Open Meetings Law FREE

_____ 2015 Elected Officials Orientation Packet FREE
(A printable version is on our website, www.sdmunicipalleague.org/library)

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SDPAA Member Services Program News

By Jerry Krambeck, South Dakota Public Assurance Alliance (SDPAA) Member Services Representative

The SDPAA Member Services Program has been up and running for almost a year now and staff has been busy conducting Member visits throughout our great state.

When we schedule a visit with a Member, we estimate how long the visit may take based upon the size and scope of the Member’s operations. We appreciate Members’ willingness to schedule time with us to thoroughly review coverages, documents, and SDPAA services.

During our visits, we have been reviewing Members’ coverages, discussing changes, and making sure all are aware of contact information for our staff and service providers. We also review our website at www.sdpaaonline.org which is a valuable resource for our Members.

Our Member visits have proven to be very beneficial. By reviewing coverages, we have identified the importance of making sure that if a new property has been purchased or acquired, it is added for coverage. We have also found double coverages in place on several items such as bonds and boiler and equipment coverage. We have found property covered that does not exist anymore. Making these adjustments and corrections is very helpful to our Members.

During these visits, we also explain new coverages available through SDPAA. This year, SDPAA is providing Cyber Liability Coverage to all Members at no charge, and we replaced our Employee Dishonesty Coverage with a new Enhanced Crime Coverage which provides Members significantly better and broader coverage for the crime exposures that exist.

Risk Control Audits and Property Valuation Surveys are performed for SDPAA Members by Safety Benefits Inc. These audits and surveys are a vital part of our coverage program. Risk Control Audits give Members a potential reduction in costs by correcting issues and lessening the possibility for a claim to arise. Property Valuation Surveys help keep a current inventory of property and correct values.

Protecting Members’ assets is the focus of SDPAA. Director of Member Services, Ron Burmood, and I look forward to visiting with our Member contacts and we also welcome opportunities to meet with elected officials of Member entities.

If we can be of any assistance, or if you wish to schedule a Member visit for any reason, please contact us at sdpaa@sdmunicipalleague.org or 800.658.3633.

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Reformed Secretary of State’s Office for Improved Customer Service

The Secretary of State’s office is most likely the first government institution that a new business startup will come in contact with. That experience should be friendly, simple and efficient.

As a business owner and legislator I often heard about the delays and frustration in Uniform Commercial Code (UCC) filings and with business filings in the Secretary of State’s office which are of paramount importance to the lending industry and business owners. However, after entering office on January 2nd we discovered that things were much worse than we had anticipated in the business division.

- UCC filings were 75 days out when I took office. State law says they must be filed within 2 days. It took 9 months, through various means of staff working overtime and prioritizing that we are proud to say UCC filings are now current. With the support of the Governor’s office and Legislature, we have a contract with a company that has done extensive work with neighboring states and will ensure that UCC filings will remain current by allowing users to enter data online and our office will approve their filing within forty-eight hours.

- Business filings and annual reports were 5 weeks out when I took office in January. State law says they must be processed within 5 days. We are proposing a similar web based solution that will allow users to enter their data and allow our office to approve within forty-eight hours which is what today’s business environment expects.

The offices of state government that private enterprises rely on to conduct business must be responsive.

By filing documents in a timely manner, being responsive and running the office efficiently we have generated $1.5 million more dollars to the state general fund beyond previous budget projections of $6 million to end the year at $7.5 million in revenue.
We have, in just the business division, the daily communications in which we answer on average 200+ phone calls which take 3-5 minutes each. We also handle 200+ pieces of incoming mail and 900+ pieces of outgoing mail on a daily basis.

In the business division of the Secretary of State’s office, all the pertinent information on every paper filing that is sent in has to be entered a keystroke at a time.

In Fiscal Year 2002 there were just over 41,000 Annual Reports filed, by 2008 there were 54,500 and in 2015 there were 74,000 Annual Reports filed. This was accomplished with just 2.5 Full Time Employees (FTEs).

UCC Filings were 63,435 for which there were 1.5 FTEs.

Business in South Dakota is growing at a rapid rate, nearly doubling the annual report filings since 2002. However this office still maintains a staff of the same size thirteen years later and with twice the workload. Currently, there are over 154,000 corporations filing in South Dakota compared to 54,000 in 2008 and that number will only increase as our state’s population approaches the one million mark.

The Secretary of State’s office interacts directly with our county sheriffs. There are over 80,000 residents with a concealed carry permit. Having that permit gives an individual reciprocity in 26 states. Since we came into office, the turnaround time from when that approved permit came into the office to be processed was several months behind. When you sign up for a pistol permit, you are given a temporary permit from your county sheriff’s office for 30 days. In many cases, we were receiving over 20 calls a day from people who were asking if that temporary permit was still good and wondering where their official permit was. Since January 2nd, that turn around has been decreased to 2-3 days. We receive the form, process it and send the permit out.

This office, like all of state government, should be here to serve you efficiently and then get out of the way. That is why your support for creating a web based filing system is so crucial for the next legislative session.

Please don’t hesitate to contact the Secretary of State’s office with further questions, ideas and feedback. (Email: sdsos@state.sd.us. Phone: 605-773-3537. Fax: 605-773-6580.)

Sincerely,
Shantel Krebs
Secretary of State
GASB Statement Requires Governments to Disclose Information on Tax Abatements

The Governmental Accounting Standards Board (GASB) has issued final guidance that requires state and local governments for the first time to disclose information about tax abatement agreements.

The disclosure requirements in GASB Statement No. 77, Tax Abatement Disclosures, are designed to provide financial statement users with essential information about these agreements and the impact that they have on a government’s finances. The full text is available at www.gasb.org.

Governments often agree to abate or reduce the taxes of individuals and entities to promote economic development, job growth, redevelopment of blighted or underdeveloped areas, and other actions that are beneficial to the government or its citizens. Many state and local governments have tax abatement programs in place and the effects of tax abatements on their financial health and ability to raise revenue can be substantial. However, until now it has been difficult to determine the extent and nature of these effects from financial statements.

“This new guidance will result in people who use governmental financial statements having access to essential information about the tax abatements governments enter into,” said GASB Chair David A. Vaudt. “Not only will this mean that they’ll have access to information that will allow them to better assess a government’s financial health, but it will also make the impact of these agreements much more apparent.”

Statement 77 requires governments to disclose information about their own tax abatements separately from information about tax abatements that are entered into by other governments and reduce the reporting government’s tax revenues. The new disclosures about a government’s own tax abatement agreements include:

• The purpose of the tax abatement program
• The tax being abated
• Dollar amount of taxes abated
• Provisions for recapturing abated taxes
• The types of commitments made by tax abatement recipients
• Other commitments made by a government in tax abatement agreements, such as to build infrastructure assets.

The new disclosures about tax abatements that are entered into by other governments and reduce the reporting government’s tax revenues include:

• The name of the government entering into the abatement agreement
• The tax being abated
• Dollar amount of the reporting government’s taxes abated.

The requirements of this Statement are effective for financial statements for periods beginning after December 15, 2015. Earlier application is encouraged.
By Governor Dennis Daugaard

Supplying our employers with needed workforce continues to be a major challenge for our state. Our low unemployment rate is a sign of economic strength, but it also means it’s difficult for employers to add more jobs even if they have the business to justify it.

Still, whenever we face a challenge, South Dakotans roll up their sleeves and work together to find a solution.

One year ago, I challenged all sectors – business, education and government – to work together to address workforce challenges. Using feedback and information gained from six regional workforce summits, we identified the key components of an effective workforce system.

First, we need to prepare our youth to reach their true potential by providing the tools, information and opportunities to guide them in their career decisions. At the high school level, our Dual Credit Program has provided opportunities for juniors and seniors to enroll directly into college courses. This helps prepare them for their careers, and also provides credits toward both a high school diploma and a post-secondary degree. During the 2014-15 school year, nearly 2,000 students registered for 3,810 courses totaling 11,196 credit hours. Three out of every four earned A’s and B’s.

Second, employers need mechanisms to help them recruit and retain quality workers. Certainly, training is needed to help citizens fill the skilled jobs in our state. At the same time, though, we should recruit workers from outside our state, welcoming new South Dakotans and encouraging the return of those who have left our state.

Toward encouraging local communities to meet their own unique workforce needs, the Community Incentives Matching Program provided 1:1 grant dollars to help implement locally developed strategies. Fourteen grantees received a combined total of $1 million towards their sustainable local initiatives. Workforce strategies ranged from housing to internships and certification and training programs to English as a Second Language classes.

Lastly, the foundation of an effective workforce system must be built around data and a common language. The Department of Labor and Regulation is overhauling its entire SDWORKS job service system. When the overhaul is complete, to make decisions we will have real-time, skill-based supply and demand information, not just historical information. Additionally, the jobs database will use language describing jobs and job seekers in terms of actual skills and experiences, competencies, and preferences, not just job titles. This will allow job seekers, employers and education institutions to make better job matches by using common terminology.

Looking at our progress, many other programs included in our South Dakota Workforce Initiatives are also doing exceptionally well. Collaborative efforts to fill our workforce gaps have grown and been successful. The South Dakota Workforce Initiatives annual report is a testament to the progress we’ve made. Read it at SouthDakotaWins.com.

The challenge of supplying our employers with needed workforce cannot be overcome easily. This is a marathon, not a sprint, but we’re making progress.

Continuing the Workforce Marathon

30th Annual Regional Local Road Conference

October 21-22, 2015
Best Western Ramkota Hotel
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The Annual Regional Local Road Conference is the most affordable local road conference in the nation providing local road managers an opportunity to learn and share ideas for building and maintaining local roads in challenging economic times.

This conference is sponsored by the Federal Highway Administration and SDLTAP.

Preconference workshop on October 20, 2015: UAV Road Assessment Demo & Concurrent Temporary Traffic Control Measures & Safety Issues on Low Volume Roads

Visit http://www.sdstate.edu/engr/ltap/ for the full agenda and registration. Registration is due by October 14, 2015.
Thriving in a World Without Balance: The Shift from Sustainability to Resiliency

By Matt Thornhill and John Martin

This article is the fifth in a series on the future of Virginia’s cities, towns, and counties, called 324 Places. VML has partnered with the organizations, the Southeastern Institute of Research, Inc., and GenerationsMatter, to bring this program to the VML membership. The goal is to provide leaders in municipalities across Virginia with the information, insights, and tools they need to understand and respond to what’s coming.

For more than a century, cities and metro areas in America have been growing at a faster clip than rural areas. That trend shows no sign of slowing. New data Virginia’s population change from 2010 to 2014 shows that 99% of the total growth occurred in cities.

More people in our cities and metro areas puts pressure on all of the systems designed to maintain a certain equilibrium, especially in unforeseeable times of shocks and stresses. Flat or declining populations in rural towns and counties across Virginia also puts pressure on local officials trying to manage with fixed or declining resources.

For decades, the people who fight against environmental destruction, poverty, food insecurity, energy scarcity, and climate change have used “sustainability” as the rallying cry. Their thinking was that by providing the right mix of incentives, regulations, technology, and societal change, everyone would support the goal of reaching equilibrium with Mother Nature and each other. Together we would live in sustained harmony.

A new line of thinking is emerging among government and community leaders: trying to achieve such balance in an out-of-balance world is futile. Instead, we need to seek ways to better manage disequilibrium. To do that, the new goal should be one of achieving “resilience.”

What is Resilience?
“In truth, this is not so much a new concept as a new way of thinking and working together,” says Christine Morris,
The chief resilience officer for the city of Norfolk (see story on page 18). “It is a way for local officials to think and plan more systematically, to better understand the strengths and weaknesses throughout your community of all of the important elements – people, infrastructure, systems, and leadership.”

A community’s ability to handle unpredictable shocks and stresses typically becomes evident in a crisis, be it an act of nature or an angry mob.

Andrew Zolli, coauthor of Resilience: Why Things Bounce Back, sums it up this way:

“Resilience: how to help vulnerable people, organizations and systems persist, perhaps even thrive, amid unforeseeable disruptions. Where sustainability aims to put the world back into balance, resilience looks for ways to manage in an imbalanced world.”

A key aspect of resilience is that it seeks to build capacity across communities for flexibility, responsiveness and decision making as events unfold. Moreover, it also tries to improve how well people – citizens and public servants – respond when a crisis occurs.

For many communities, resiliency starts appearing when urban planners tackle issues about replacing failing infrastructure. Yes, be economical and follow best practices when it comes to sustainability. But also build in capacity to withstand unforeseeable situations by including redundancy and flexibility.

Case in point: lower Manhattan was rebuilt after 9/11 to be sustainable, not resilient. Every new building met or exceeded the latest “green” standard. Yet when the floodwaters came with Superstorm Sandy, nothing was designed to bounce back from flooding – including the power grid, which was out for days. Resiliency planning would not have built in flood protection, but it would have put in place redundancy in the power grid.

Resiliency isn’t about planning for every contingency, but planning to manage through unusual circumstances in the moment and bouncing back quickly.

Howard Shultz, chair of Starbucks, recently wrote, “How we respond to the unexpected – how resilient we are – matters more than proper planning.” He later adds, “Stop trying to control everything, because it is futile.”

That is the essence of resiliency planning: roll with the waves; don’t try to stop the ocean. To embrace and practice this perspective, keep two of the primary tenets of resilience planning in perspective: look for co-benefits and build a system of systems.

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**Look for Co-Benefits**

Those who are already applying resiliency to their community are discovering that better outcomes happen when those who are engaged look for co-benefits. The question to ask is, “How can my spending in this area also benefit or strengthen another area?” The money could be a capital investment in infrastructure – for example, when there is a need to dig up the roadway to replace water or sewer lines. With the holes dug, can the telecommunications or power lines be moved underground at the same time, reducing the risk of outages when tree limbs fall during a storm?

Resiliency planners will focus on the overall objective rather than the specific project under consideration. Again, another example: rather than one department focusing on which multiband handsets to buy for use during emergencies, try to address the broader issue; what do you need to change or improve to enhance cross-functional communication during an emergency, especially if power goes out for an extended period? Or, think about how an operational decision in one system – social services, let’s say – impacts another system, like disaster recovery.

Let’s say the Red Cross operates shelters during emergencies. Their policy is no pets. Emergency responders evacuating vulnerable residents often find they won’t leave their house without their pet. The resident says, “I’m not leaving without my dog.” Everyone, residents included, needs to step back and look at the bigger picture – in advance of the emergency – and agree together on what will create the desired outcome: more residents evacuated to safety, especially those most at risk.

Thinking long and hard about the co-benefits is essentially the positive side of unintended consequences. This is especially true when two systems bump into each other during a time of stress. Think about what happened in Baltimore when law enforcement and city management clashed with the community’s view of social equality and opportunity.

Often policies are put in place by one organization without much consideration beyond their own purview. By thinking about the co-benefits of every decision, departments and institutions across a community can all get on the same page.

The best resiliency planning also includes strong community engagement from the beginning. Understanding the specific needs of citizens, neighborhood by neighborhood, is the best way to put resiliency planning into practice.
A System of Systems
A second key aspect of resiliency planning is getting all of the seemingly disparate systems thinking about issues in the same way at the same time. That includes public and private organizations as well as citizens. By collaborating and working together rather than dictating and operating in parallel worlds, cities and communities can create system-wide improvements in how they bounce back from the inevitable curves that come their way.

When Hurricane Katrina devastated New Orleans a decade ago, we observed how not to respond when disaster strikes. Among all the things that went wrong, one sticks in our mind.

Who can forget that image of row after row of empty school buses parked and not being used to evacuate residents of the Ninth Ward? Was it because the city only allowed drivers with a certain class of license to operate the buses? Was it because the school system, which owns the buses, had no relationship or connection with those in emergency preparedness? Resiliency planning might equip New Orleans and other cities to respond more effectively in the future.

What is important to keep in mind is that leaders cannot accurately predict the future. They don’t know what’s going to happen, or how things will unfold. They can’t even control when things happen. All they can expect is to be surprised and therefore they should have capacity in place across all of the systems in the community and a willingness to make decisions with the entire area in mind. As one observer put it: be pragmatic and more politically inclusive, but be prepared for the exceptions and respond exceptionally.

Thinking Ahead
Many cities, towns, and counties already take a resiliency approach to planning. The uncertainty of the future continues to make this the right strategy to pursue – and besides that, it simply makes more sense.

Furthermore, it fits the Millennial generation’s orientation toward the collective self. The Millennial generation will be shaping Virginia’s society and culture by 2025. They are hardwired to want to work together, and they see wisdom in the crowd, not in the individual. Resiliency planning – co-benefits and a system of systems – fits their way of thinking about the world. If your community is publicly being resilient, like Norfolk, you will be more appealing and attractive as a place they’ll want to live, work, and pay taxes.

To learn more about resiliency planning, a range of online resources is available. A basic Google search will start you on your way. Even better, there are experts in resiliency who are members of the Virginia Municipal League and would welcome the opportunity to share their lessons learned. Reach out to VML to make connections. The academic community has a head start on investigating resiliency as a planning approach. Virginia Tech has even put on conferences and symposiums on the topic. Search “resilience” and “Virginia Tech” to get some specifics.

About the Authors
John W. Martin is president and CEO of the Southeastern Institute of Research, Inc., a 50-year-old full-service marketing research firm headquartered in Richmond. Matt Thornhill, founder and president of GenerationsMatter, is a leading national authority on Baby Boomers. They have conducted studies, held workshops, or presented for a number of association in Virginia, including VML. Recent consulting engagements include assignments for the cities of Richmond, Norfolk, Lexington, Buena Vista, and Winchester, as well as the counties of Arlington, Henrico, and Rockbridge. National clients include AARP, Google, NASA, the Federal Reserve Bank of Richmond, and Walmart. Visit sirresearch.com or generationsmatter.com for more information.

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The need for resilience sensibilities is visible from wherever you stand in the city of Norfolk – water is everywhere. While the water, with its natural beauty, active harbor, and recreational access, is among the city’s greatest assets for tourism and quality and life, water is also a primary variable to consider from the resilience perspective. And, that’s precisely what Norfolk is doing. With over 144 miles of shoreline, Norfolk has learned much about water-related resiliency over the years by bouncing back from high seas, over-abundant precipitation and land subsidence issues. The long-term threat of rising seas from climate change will continue to shape the city’s resiliency planning and attitude, especially now that the city is part of an elite group of international cities harnessing the power of intentional resilience planning.

When The Rockefeller Foundation announced a program to incentivize 100 cities across the globe to embrace resilience, Norfolk’s forward-looking mayor, Paul Fraim, and city manager, Marcus Jones, leaped at the chance to be included. Their pitch was compelling and effective. Norfolk was one of the first of 33 cities to be accepted into the program, joining the likes of New York, Rome, and Bangkok as model cities. Christine Morris, one of Norfolk city government’s big-picture thinkers, was appointed as the city’s first CRO – chief resilience officer for the city of Norfolk.

Christine says her focus so far has been to build capacity at the neighborhood level, so that when trouble comes, everyone can withstand it and make the right decisions “in the moment.” But this is not emergency preparedness, or even sustainability, under a new banner. “My job isn’t about tomorrow or next week, but rather about cultivating a long-range ‘connectedness’ perspective,” said Christine. “My goal is to make sure our systems can handle bad things when they happen, including our social system,” Christine said. Her biggest concern is making sure those who are most vulnerable are supported. “That starts in the neighborhood by understanding the existing support structures in place – the neighbor down the street, the local church, the community center – and linking them to the city or a social services organization, so everyone knows their role and who can be counted on to help in a time of need.”

A major hurricane and a mandatory evacuation of the city would certainly test all the systems Christine is organizing. “Our focus isn’t on how our transportation will work to move people to safety; others have that specific responsibility,” said Christine. “Our concern is those who are unlikely to survive if disruptions happen, and putting support in place to make sure they are not vulnerable.”

Christine believes the biggest shift toward resilience thinking is when each key player – law enforcement, emergency responders, transportation planners, utilities, government leaders, and citizens themselves – realizes they are a system of systems that should focus on outcomes – keeping people safe or returning life to normal when something unexpected happens.

And it will!

Check out Norfolk’s resilience plan online, visit http://www.norfolk.gov/DocumentCenter/View/16292.
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Follow some simple rules to keep your meetings on track

By Erika Peterman

No one sets out to conduct a city council or commission meeting poorly. In an ideal world, the items on the agenda are discussed and considered fairly, attending members of the public feel they have been heard, civility reigns on the dais and in the audience, and sound decisions are made. Reality is often much more complicated, especially when hot-button issues are involved.

However, there are steps city officials can take in the interest of running meetings smoothly, efficiently and professionally. Bill Colbert, city attorney for the City of Sanford, FL who has experience with public meetings going back to the 1970s, said elected officials’ ability (or inability) to conduct meetings appropriately makes an impact beyond the council chambers.

“The ones who have successful meetings wind up having credibility and being returned to office,” he said. “Those who do not have successful meetings lose credibility and tend not to be consistently re-elected to office. That’s the big observation over 40 years.”

The first step? Start on time.

“I’ve been in meetings where the meeting is supposed to start at 7, and people drag in and it starts at 7:10 or 7:20,” he said. “Right off the bat, the people in the audience see that their time isn’t being respected and the meeting is more likely to go off the tracks if they have that feeling.”

Colbert said the chair plays a critical role in a meeting’s success. For example, it’s important that the chair be consistent in his or her treatment of the public. If an announcement has been made that members of the public will have three minutes to speak, the time limit should be applied to everyone.

Another good practice is for all parties – whether it’s a member of the public, another commissioner or a member of staff – to address the chair and be recognized before speaking, Colbert said. That way, everyone has an opportunity to provide input and gain information without people talking over each other and possibly squabbling.

“If it goes through the chair it becomes kind of a structured, neutral conduit of information as opposed to an argument,” he said.

Scott Paine, an associate professor of communication and government at the University of Tampa who served on the Tampa City Council from 1991 to 1999, said meeting preparation is key. But in addition to knowing what’s going on, the person charged with presiding should have an understanding of how individual commission or council members are likely to receive the issues and respond to them. For example, if there has been a controversy about the maintenance of a park and a member of the commission is focused on that issue, an agenda item about putting in new swing sets is likely to set off a response.

“The key here is respect,” Paine said. “For presiders, it’s important not only to understand substance but to understand how the members of the council are likely to respond individually.”

Because the presider is so crucial to the process, commissioners should think carefully about whether they...
want the job in the first place, Paine said. He noted that in order to fulfill that role most effectively, the person “has to be comfortable not being the advocate on every issue.” The goal is not to take the floor and pontificate but to facilitate discussion.

“For some, that’s not their temperament,” he said.

In terms of what commissioners should not do during meetings, especially when things become heated or even personal, Paine refers to the acronym QTIP: Quit taking it personally.

“When a citizen comes forward and they’re just railing against the council, it’s actually probably not about the council or the individual (council member) being named,” he said. “It’s probably all about the person at the podium . . . It’s their anger, not yours. Getting into a verbal fight with a very angry citizen is generally a losing proposition.”

The rule also applies to interactions between council or commission members. Disagreement during meetings is inevitable, but it shouldn’t take a disrespectful, personal turn, Paine said. That has the effect of undermining the public trust in municipal government.

“It’s a matter of policy, not personality,” he said.

Said Colbert: “If at the end of the meeting you can look back and say it started on time, everybody got (to make) input and a decision was made based on what was presented and not some extraneous matter, then you’ve had a successful meeting.”

Erika Peterman is a freelance writer.

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Tips for Conducting an Effective Meeting

- Let the presiding officer manage the meeting.
- Assist the presiding officer in preserving order.
- Wait to be recognized before speaking.
- Be courteous, civil and respect differing views.
- Limit debate to discussion of ideas at hand.
- Avoid personal attacks, incendiary speech and gestures.
- Avoid side conversations, including emails and texts.
- Be willing to listen to honest respectful discussion and debate.
- Try not to leave your seat.
- Obey the ruling of the presiding officer unless properly appealed.

Source: League of Minnesota Cities “Tips for Meeting Management: Managing Expectations and Meeting Your Goals”

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Merging into the Mobile Fast Lane

By James Kunke, CPC Community Relations Director, City of Lewisville, Past President, Texas Association of Municipal Information Officers

Smartphones and tablets have brought change to our world, and it goes far beyond the discovery of Angry Birds and Candy Crush.

City governments are entering the world of mobile applications at a rapid pace, and our residents and visitors are taking notice. Just as municipal websites started slowly in the 1990s but soon became commonplace, mobile applications for cities are the new frontier for two-way communication with residents and visitors.

Whether your city already has a mobile application, or is just now thinking about one, chances are that your residents are looking for you through their mobile devices – and doing so far more often than you might think.

Making the Case for Mobile

Digital communication experts have pointed to 2014 as the year mobile users surpassed traditional users on the Internet. Current data shows more people own smartphones than own desktop or laptop computers, and Internet traffic in many sectors documents that mobile is now the preferred means for going online. Lewisville’s own website traffic shows 60 percent of visitors are using mobile platforms.

Survey results released in April 2015 by Pew Research Center demonstrated that a majority of smartphone owners use their devices to follow breaking news (68 percent, 33 percent doing so frequently) and to find and share information about their local community (56 percent, 18 percent frequently). Users are particularly fond of sharing photos, videos, and comments about their community (67 percent, 35 percent frequently).

Among smartphone owners specifically, Pew Research Center found that 89 percent use their devices to access the Internet (trailing only text and phone calls in frequency of use). That includes an impressive, and perhaps surprising, 40 percent who said they had used their smartphone within the past year to look up government services or information.
Those kinds of numbers cannot be ignored for cities that want to continue engaging with their residents and visitors. Ours has very rapidly become a mobile-driven world, and traditional city websites are no longer a sufficient digital presence.

Other research shows that mobile users spend 80 percent of their online time using applications they have downloaded, and only 20 percent of their time using traditional browsers. This means even a mobile-enhanced city website can expect about one-fourth as much use as a dedicated mobile app.

However, it would be a mistake to create an application that does nothing more than adapt an existing website to a new platform. Mobile users expect a higher level of interactivity. They want to get things done through a mobile app, not just read what is already available.

Developing a Mobile App

Once your city decides to explore a mobile application, the first step should not be calling a developer. Just as a savvy vehicle buyer does some research before visiting a dealership, it is important to start the process by looking at your current digital presence – namely, your city website.

Take a careful look at your website. Is the content current and regularly updated? If not, that should be addressed before entering the mobile world. Mobile users are even more intolerant of outdated content than traditional online users.

Is your website mobile enhanced? You can check this easily by using a smartphone or tablet to call up your city website. If what you find is your regular website, but on a smaller screen, then your site is not mobile enhanced.

Is your website mobile responsive? If you open it on a smartphone or tablet and the site does not automatically adjust to the width of your screen, then it is not mobile responsive.

In either case, an upgrade to the website should be considered before creating a mobile platform.

Another important consideration is the operating software for your website (commonly called the Content Management System). Some older websites might not be able to provide the interactive options desired in a mobile application. And in the digital world, “older” can mean as little as a year or two depending upon software.

It is also good to look beyond the website and identify what other digital information your city has available. While the prospect of “open data” might seem daunting, that wave is on the horizon and a mobile application might be a chance to dip a municipal toe into those waters.

The next step (or concurrent with the website review) is to develop a list of information and interactive features you want for your mobile app.

Website traffic (through Google Analytics or a similar tool) can tell you what current website content is drawing the most traffic. If a certain page or feature on your website is popular with traditional users, it should be considered for the mobile application. There’s no need to start completely from scratch!

As stated earlier, cloning your existing website is not likely to satisfy your audience. Mobile users want and demand interactivity, so think of ways you can let users actively participate in your mobile app.

Be creative. It is easy to think of including bill payments and code enforcement requests in a mobile app, but cities around the country are finding new ways to make their mobile apps relevant to mobile users. Check out what your neighbors are doing. There’s no shame in borrowing an idea already proven to work.

Consider a brainstorming session that involves your communication team and other creative thinkers from...
across the organization. Your public interacts with all areas of your organization, so your mobile app should provide access to multiple areas as well.

Not every idea will be feasible, of course. Your existing website or digital data might not support a particular idea, or conversions among various pieces of software might be an obstacle. Just pick the best ones for your community and move forward – but keep the list of attractive ideas that are not used. In the digital world, obstacles can disappear with a single software update, and good ideas never go out of style.

Ultimately, if you launch a mobile app that does not include everything you want, that’s okay. Having even a limited mobile presence has value, and sometimes you will get some great new ideas from your early users. Lewisville’s mobile app launched with about 60 percent of its desired features, but it was better to launch early rather than waiting six months for a website redesign. Mobile applications update frequently, and mobile users know it.

Once you have reviewed your current digital presence, and developed a list of content and features, it is time to develop the mobile application itself.

There are several options. If your city has a large information technology office, there might be someone on staff with the knowledge and training to develop a mobile app. For most cities though, the most viable option is to hire outside help.

An independent developer can design an application that is customized for your organization. This can cost more than other options, but if you have the resources it can produce a truly original application that stands out from the crowd.

The easiest and quickest entry into the mobile world is to work with a company that has developed a mobile application template for cities. This also can be an easily affordable option, with development costs under $10,000 in many cases. Most website development companies offer mobile applications. Start with the company that built your current website (assuming you like your website, of course).

If your city website includes a Customer Relationship Management (CRM) component for online code enforcement and other requests, check with that service provider also. Many of those companies have started offering mobile applications that integrate seamlessly with your existing CRM. This turned out to be the best option for Lewisville, but every city is different so examine all your options.

**Launching a Mobile App**

Expect a window of three to six months for development and testing of a new mobile application. It can be done more quickly, but it’s important to leave ample time for testing before launch.

When the mobile application is ready, enlist people within your organization to test it. If you used a brainstorming group during early development, this is a chance to keep those people involved. Make sure the application is tested in multiple platforms – smartphones and tablets – on as many different brands and devices as you can manage. You
probably won’t find all the bugs, but you should be able to find and correct the big ones.

After you’ve tested and revised (and tested and revised) your mobile application, your developer can submit it to the Apple and Android online stores for approval. This process can take a couple of weeks. Once your application is approved, you get to decide when it is “turned on” for public access.

Try to make a splash when you launch the application. Post information and a hyperlink on your website, send a notice to your local news media outlets, broadcast it through social media, and any email distribution list you maintain. You want as many people as possible to hear about it.

Tell your elected officials about the mobile app launch before it goes live. They likely will help you spread the word to their constituents. Open and interactive communication tools are a form of transparency, and these days elected officials are very familiar with that term and its benefits in the public eye.

At the same time, keep your expectations reasonable. Lewisville’s application was downloaded by 325 people during the first week (evenly divided between Apple and Android). We were initially disappointed with that number, but our vendor showed us comparable launches in larger cities that had drawn fewer early users. People are busy, so plan on telling your residents about the mobile application multiple times before it is widely adopted.

Finally, as stated earlier, mobile users have a higher expectation than traditional website users that the content and features will be updated regularly. Don’t be afraid to make tweaks, even small ones, when they are needed. Mobile users are accustomed to updating their applications (if they do not already have their device set up to update automatically). In fact, frequent updates often are seen as a good thing by mobile users because it shows that the application is continuing to evolve.

Cities can use mobile applications in a variety of ways to deliver timely and important information to the public, and to gather input from residents and visitors. Any effort that shows thought and good intent is likely to get a positive reception.

It is doubtful any city mobile application will ever gain more users than those addictive mobile games, but the benefits are tangible and the public expectation is growing daily.

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The Strong Town Movement: Addressing the Collapse in Infrastructure Funding

By Stephen Luoni and Matthew Petty

After an era of unprecedented development, why can’t our cities and state agencies afford to maintain our infrastructure? The Arkansas Highway and Transportation Department tells us they can only meet 18 percent of the state’s highway needs over the next 10 years, forcing them to devolve maintenance of entire road systems to counties and cities. Chuck Marohn, founder of the Minnesota-based nonprofit Strong Towns, has formulated the most perceptive analysis of this dilemma now impacting many states and cities. Marohn argues that the first generation of suburban highway construction (the interstate system of the 1950s and 1960s) was funded through savings and investment, but an even larger second generation of highway construction – and the maintenance obligations for both generations – are debt-financed. The assumption was that future growth will lead to rich returns, which has not been the case. Neither the federal government, states or developers have the capital to develop new infrastructure, nor do cities have funding to maintain existing investments.

Marohn’s solution: Develop better urban land use mixes that have a proven track record of sustained wealth creation. Good town form is a big part of the solution, not more roads.

We have the whole infrastructure equation backwards. Municipal leaders are consistently encouraged to leapfrog the market with new infrastructure. It is first assumed that growth is inevitable, and second that growth will pay back the city for its investments. Both assumptions are wrong. Despite a never-before-seen rate of growth for more than half a century, we can’t even maintain what we have already built. It’s time to try something different.

How to Grow a City

This predicament is a direct result of our contemporary approach to infrastructure investment. Most public sector projects are debt-financed, and for that matter so are many corporate and individual investments like a home and a college education. Debt makes sense when it leads to subsequent wealth creation, a multiple return on investment.

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As Marohn argues, the second generation of infrastructural investment has not only failed to create wealth, but it is leading to unmanageable debt that threatens the future solvency of many cities. Unfortunately, some local governments do not conduct the proper cost benefit analysis to know if they are fair-costing their planning decisions.

Let’s illustrate this with a scenario. Imagine you are in charge of a growing city. A land owner on the edge of town (it’s always easiest there) wants to build 100 new homes and some retail space on the old highway. You will need to widen the highway and extend the water and sewer lines to the project’s boundary, while the land owner will build the neighborhood infrastructure – the sewers, water mains and streets, which are then transferred to city control. You know your local congressional representative can help you get federal funding to expand the old highway, so your city can get major infrastructure and a new subdivision for pennies on the dollar.

Contemporary wisdom says you would be a fool to walk away from this deal, and chances are this has been the standard deal in your city for 50 years. Here’s the catch: Unless the new subdivision generates enough tax revenue to maintain all that infrastructure, your city won’t be able to afford the maintenance. You suspect there are other ways to grow your city, but they probably won’t come with virtually free infrastructure. What do you do?

As the city’s leader, it is your responsibility to assess the risks and costs of each decision and make an informed choice on behalf of your citizens. Almost every city takes the deal, believing that the deal can’t be bad because the up-front costs are so low. Most cities don’t even count the anticipated revenue from the proposed development. Tax collections from a typical subdivision don’t cover the ongoing maintenance expenses of the attendant water and sewer lines, lighting and roadways (65- to 85-percent of costs). Also, the required overhauls aren’t included in
analyses because they don’t come due for 20 to 30 years. The only way to pay for those obligations is short-term revenue from additional development. If cities make only one change in response to current budget challenges, it is this: do the math. Count the costs (including the maintenance) and count the revenue.

Astute readers may be thinking, “But aren’t Arkansas cities funded primarily from sales tax dollars?” Yes, they are, and in theory the residents moving into new subdivisions mean more sales tax collections, which should fund the maintenance. Yet this expectation has not been born out, as evidenced by the long list of unfunded and deferred projects. No city can survive for long when it loses money on 90 percent of its development – residential land uses – and tries to make it all up on the remaining 10 percent – commercial uses.

**Strong Town Form for Sustained Wealth Creation**

Marohn contends that current patterns of development destroy wealth. Consider the average contemporary subdivision, which has approximately 30 homes per mile of street. Resurfacing that mile of street is an essential civic service, but it’s only a service for 30 households. On the other hand, resurfacing a mile of street in a neighborhood with a traditional compact town form has the same costs but typically serves non-residential land uses in addition to more than 100 households. The same comparison holds true for each mile of sewer or water pipe, or any other hard infrastructure the city provides. Traditional development delivers more for the same investment.

This traditional model of city growth stands in stark contrast with contemporary development because the strong town model is incremental and successional. Whereas low-density suburban development leapfrogs undeveloped property with low rates of return on infrastructure investments, towns built infrastructure incrementally out from a central zone of commerce. Growth was incrementally financed in modules of continuous blocks and parcels, and wealth was accretive and distributed among numerous local actors. The precise mix of residential, office, retail and other uses is subject to market forces, but the general condition is these land uses occur in both horizontal and vertical proximity to one another.

The downtown, too, was replaced incrementally with taller, more durable buildings, reflecting the community’s measured process of wealth accretion over time. Successive stages in a town’s maturation were based on
infill and value-added investments without a ballooning expansion in infrastructure. Recall that even New York and London began as a collection of villages. On the other hand, today’s uneven land speculation forces development to over-scale projects and capture a disproportionate share of the market’s demand for space, delaying otherwise feasible incremental development. You’ve seen it for yourself in Arkansas downtowns characterized by an isolated tower or two amid numerous vacant lots standing out like so many missing teeth. Incremental and successional growth processes foster the emergence of social and economic complexity where cities pay less for new growth with greater co-benefits.

**Doing the Cost-Benefit Analysis**

It’s the fair analysis of options that shows the economic superiority of traditional town growth. Let’s compare two real pieces of property, both in any given city or town. One is a successful big box department store; the other is a mixed-use, two-story building. The department store is relatively new construction, and the other is a remnant of the city’s past, perhaps run down. If only the total revenue is examined, the big box brings in more property and sales taxes. But if a standard measure is used – revenue per acre – the conclusion is much different because it factors municipal resources. Let’s do the math, using assessor’s data, corporate filing statements and business registry records.

First, count tax revenue. The big box brings in about $55,000 in combined sales and property taxes per acre. The smaller, mixed-use building? More than $80,000 per acre in property taxes alone. It’s not even necessary to count the sales taxes from the included bar, bodega and event venue to determine the winner. Next, count jobs. There are 12 employees per acre at the big box, and twice that in the mixed-use building. Now, count residents. The downtown building has about 35 residents per acre. The big box? Zero.

Finally, count maintenance costs. When it comes to municipal expenses, the downtown building requires maintenance of about 100 feet of water lines, sewer pipe, sidewalk and pavement. The big box requires maintenance of more than 1,500 feet of the same, spreading out the required coverage area for safety services. Moreover, the big box retailer chose the site because the city and state highway department had built a new five lane arterial roadway. It was built under the assumption it would develop as a strong commercial corridor – after all, the corridor would be anchored by the big box. Today, the corridor is mostly empty and it is already scheduled for major maintenance. It was a speculative bet that didn’t pay off in time. Now, it costs the city far more than it generates.

**It Was Just an Experiment**

It’s the same story across the state. Since the 1950s, many cities have developed land at a rate as much as three times faster than their population growth. No other statistic illustrates the speculative nature of premature investment so well. The correct infrastructure investment will build prosperity. Marohn reminds us that, “roads move people between places while streets provide a framework for capturing value within a place.”

Instead of lamenting our looming budget crises, let’s reframe the recent past as an experiment. It was an experiment worth conducting, but now it is clear that speculative infrastructure is a failed fiscal model. For literally thousands of years, humans built prosperous communities incrementally, and it is time to return to that approach. Changing course may not be simple, but if leaders are willing to make a fair comparison of all their options, our cities will succeed again.

*Reprinted with permission from the Arkansas Times.*
Co-op Contract Saves Money, Improves Utility’s Business

By Michael Keating, Government Product News

What does penetrating oil have to do with cloud-based financial applications and cooperative purchasing? A lot, says Paul Pauesick, the director of information technology at the Kansas City Board of Public Utilities (KCBPU).

KCBPU is a government utility that will use cloud-based Oracle Fusion Financials ERP in its operations and as it moves to a software-as-a-service (SaaS) model. KCBPU acquired the financial supply chain technology through a DLT Solutions–U.S. Communities contract. For more details visit [https://www.uscommunities.org/suppliers/dlt-solutions/](https://www.uscommunities.org/suppliers/dlt-solutions/). The deployment will save the utility about $1.8 million over 5 years.

By shifting IT and financial operations to the cloud through a cooperative purchasing vehicle, Pauesick says his team can focus on higher-value projects. “It allows our agency, IT and myself to work on specific tasks that benefit our customers, versus being intermeshed into the maintenance of technology. So I can take my technology resources and point them more at things that improve my overall business, not just in squirting WD-40 on Windows and other maintenance tasks.”

The transition translates into less hardware, Pauesick tells Government Product News. “I’m going to be able to remove on-premise infrastructure, including, potentially, some 22 servers that I won’t have to support. That step will lower my local operating costs.” The process will help reduce IT maintenance demands on Pauesick’s staff. “Windows patches, software updates, security, all that stuff goes away. And really, I’ll be able to re-allocate my people to things that are more necessary for the day-to-day delivery of electric and water, versus the finer qualities of Microsoft patching.”

Pauesick, who’s worked in technology for 30 years, sees other benefits in going to a cloud platform. “It’s going to keep us more up to date on best practices and it forces us to continuously learn and move ahead, rather than us getting stuck and comfortable with what we have on premise.” The cloud-based system also offers better financial visibility. Transactions are posted in real time. The on-premise infrastructure relied on batch processing or nightly processing runs to generate postings.

A speedier updating process is another benefit to the utility, adds Pauesick. “The biggest thing that the cloud does for me is it keeps me up to date on regulatory issues and practices as they affect finance in the public sector. Those kinds of improvements will be installed in the cloud, and rather than me being on a 3- or 4-year cycle to get to those practices, I will be getting to them on a much shorter time frame, less than six months at a time, which is a big difference.”

The new arrangement will provide redundancy for business continuity and disaster planning, Pauesick says.
“In the cloud, I will certainly have a backup plan in essence. My main cloud application is in one location, and my backup system is in a second location. I can’t afford to do that on-premise now in my work area.”

The utility’s shifting of financial tools to the cloud is multi-pronged and covers several tasks. “The package is primarily financial, i.e., accounts payable, general ledger, receivables, projects, purchasing – those are all of our finance-related applications. It’s the financial supply chain management package is what we are doing in the first phase,” Pauesick says.

“And then in the second phase, I am planning on moving our HR, our human capital resource management, likewise, to the cloud,” he adds. Along with the Oracle setup, the utility is also installing Hyperion Public Sector Business Planning and Budget project management software in parallel.

Acquiring the Oracle financial module through a cooperative arrangement offers some advantages, Pauesick says. “The coop agency did all the scoping, bidding, reviewing, negotiating to bring those prices down and stabilize the prices for the acquisition of the cloud item. It saves me the task of writing up the bid and reviewing 452 alternate bids. The bidding process is an expensive one, and the coop does that for me.”

KCBPU buys other products and services through cooperative purchasing. The utility relies on local and city government coop arrangements as well as national or federal GSA cooperative agreements that are competitively bid, Pauesick says.

KCBPU is a publicly owned administrative agency of the Unified Government of Wyandotte County/Kansas City, Kansas (UG), and is self-governed by an elected six-member board of directors.

The utility serves 130 square miles of Wyandotte County. Electric services are provided within the Kansas City, KS (KCK), area and water is supplied to KCK, as well as portions of suburban Wyandotte, Leavenworth and Johnson counties.

DLT Solutions is a value-added reseller of information technology. The firm is based in Herndon, Va.

This article was originally published May 27, 2015 in American City & County. Michael Keating is senior editor of Government Product News (GPN), an American City & County sister brand.
How Jackson Hole Became a Model of Successful Growth

By James Brooks

National League of Cities’ James Brooks visits the outdoor mecca of Jackson Hole, Wyo., and uncovers the risks and promise of successful place making.

Jackson, Wyo., is an excellent example of successful place making. Blessed with supreme natural beauty, the town of Jackson and surrounding Teton County have married an iconic western culture with sports and leisure opportunities such as skiing and hiking and easy access to Grand Teton National Park, the Snake River, and a national elk refuge.

The downtown commercial district, surrounding a much-visited town square, is chock-a-block with western outfitters, native craft shops, restaurants, art galleries, hotels, adventure tour operators, and real estate agencies. From the classic old west architecture to the elk antler arches flanking the square, Jackson boasts a heritage and cachet that draws four million visitors each year.

But what happens when a community is too successful? What is the downside when the owners of Snow King Mountain Resort invest in the most advanced snow making equipment available in order to extend the skiing season by two or three months? What is the risk in having multiple major air carriers arrive at Jackson airport from a dozen hub cities and a second home market incentivized by state tax breaks? The risk, according to year-round residents, is that today Jackson populated by two kinds of people: those with two jobs and those with two houses.

The municipality of Jackson (pop. 10,000) and Teton County (pop. 23,000) don’t have much land available for development, hemmed in as they are by park land and wildlife sanctuaries. The last new road was built in the town in 1985. The airport actually sits inside the National Park.

New residents to this mountain paradise have embraced a “slow growth or no growth” mentality which has pushed the cost of housing out of the reach of the middle class residents who work in the hotels, restaurants, ski lifts and shops, protect the ski slopes, and lead the wildlife treks and raft trips. As it turns out, paradise is an expensive place to live. Even the U.S. Forest Service is making things worse by proposing to sell 10 acres of land in downtown Jackson, zoned for dense workforce housing, to developers for large-lot homes that could price for nearly $1 million per acre. (As of this writing, the immediate danger is past – but not gone entirely.)

It’s an unfortunate situation for a city and county that have taken solid steps to work together on a common sense agenda. The two governments share a planning director and collaboratively managed a five year process to rewrite a comprehensive land use plan. There are joint departments for animal control, parks and recreation, START (the regional transportation network), fire and EMS as well as 911 emergency dispatch for town police and county sheriff. The operational model is “one vision, one valley, one voice.”

Both the municipality and the county are primed for growth. Water is plentiful and a high-grade (tertiary) regional sewer system is not anywhere near capacity. Demand for the amenities of the Jackson Hole valley remain strong. Yet, as each new home parcel increases in price, the pressures to keep unspoiled vistas and free-standing homes grows stronger. Building a desirable place has been transformed into protecting individual slices of paradise at the expense of the small business owner and long-term residents that created the value proposition in the first place.

Finding the right balance has been the challenge for the municipal and county leaders. Jackson does not have a
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OEM Implements New Credentialing System

A new system designed to help officials better identify resources needed for disasters or special events worked successfully in its first two major operations.

South Dakota’s Office of Emergency Management (OEM) introduced the Comprehensive Resource Management and Credentialing System (CRMCS) in January.

“The web-based system is designed to identify qualified personnel and equipment needed for a disaster or emergency,” says Laurie Morrison, OEM logistics coordinator and project manager for CRMCS. “Organizations enter their personnel into the system including specific qualifications. Each responder receives a plastic ID card with their picture, organization, rank and qualifications all printed on the card and embedded in a barcode. The system also identifies response equipment by size, type and other characteristics.”

During an emergency or planned event, incident management personnel scan the barcode for each responder or piece of equipment that enters the incident scene. That gives the incident commander a real-time look at who and what is working the response.

Since Feb. 1st, more than 5,200 first responders and city officials, 1,200 different organizations and 1,400 pieces of equipment have been credentialed statewide. The system was first used for the Delmont tornado in May and then again at the Sturgis Motorcycle Rally in August.

“At Delmont, we had hundreds of volunteers wanting to help with cleanup and with this system, we got the volunteers credentialed and to the right places,” Morrison says. “During the Sturgis Rally, the system told us exactly what state government personnel were working in the operations center at any one time.”

Morrison says the system is used in the neighboring states of Colorado, Wyoming, Nebraska, Kansas, Oklahoma, Missouri and Iowa. That means local and state public safety officials in those states also can use CRMCS to better coordinate the response to an emergency, she says.

“When a responder with South Dakota credentials is deployed to a tornado in Kansas, for example, Kansas officials know exactly where that responder is from and what his or her qualifications are,” Morrison says. The same goes for responders coming to South Dakota from another state that uses CRMCS. We immediately recognize the credential when they check in at the disaster scene, and we can scan the bar code and know exactly what they are qualified to do.”
**National League of Cities’ Federal Advocacy Update**

**Get Involved: Become A Federal Advocacy Committee Member**  
By Avery Peters, 202-626-3196

Are you interested in making even more of a difference for cities?

Serving on one of NLC’s federal advocacy committees is one of the most rewarding ways for you as a municipal leader to bring your expertise to the service of cities and towns at the national level. By representing your city or town and contributing your voice, you have the opportunity to shape the efforts of the National League of Cities to proactively drive federal policy on issues that matter the most to cities. Depending on your availability and the level of commitment you seek, there is a spot for you to get involved with NLC.

Applications are available now to serve on the seven Federal Advocacy Committees. All applications are due October 14, 2015.

Want to learn more about the work of each committee? Visit http://info.nlc.org/nlcs-seven-federal-advocacy-committees/ to find out which committee is the best fit for you.

NLC’s in-coming president appoints the leadership and members for the seven federal advocacy committees for the upcoming year. Leadership and members serve a one-year term and are eligible annually for reappointment via application. Committee chairs also serve as members on NLC’s Board of Directors.

Appointment to a Committee requires:

- Attendance at all meetings.
- Commitment to actively advocate on NLC’s organizational priorities, as well as meaningfully contribute to the Committee you are serving on.
- Your city to be a member of the National League of Cities.
- You may submit a Federal Advocacy Committee Member Application at http://info.nlc.org/applications-2016/policy-committee-member-application-2016/. The application is due by Wednesday, October 14, 2015.

**Progress Still Needed on E-Fairness Legislation**  
By Priya Ghosh Ahola, 202-626-3015

As Congress returns to its work, NLC continues to press for progress on e-fairness. Since Congressman Jason Chaffetz (R-UT) introduced the Remote Transactions Parity Act (RTPA, HR 2775) this summer, hundreds of city advocates have called on their representatives to cosponsor this bill.

Besides the hundreds of city officials who have taken action in support of the legislation, the Arkansas Municipal League, the Colorado Municipal League, the Georgia Municipal Association, the Illinois Municipal League, the Michigan Municipal League, the Mississippi Municipal League, the Nevada League of Cities and Municipalities, the Oklahoma Municipal League, the Tennessee Municipal League, the Virginia Municipal League, and the Association of Washington Cities have also taken action to voice their support for the legislation with their congressional delegations.

Your collective action is having an impact. So far, a bipartisan group of nearly 50 have signed on as cosponsors to the legislation. If your organization has sent a letter and would like to see it included on our site, please forward a copy to advocacy@nlc.org.

If enacted, the RTPA will give states and local governments the flexibility to require remote online retailers to collect the sales taxes that are already owed on remote purchases. Closing this online sales tax loophole would not only level the playing field between online sellers and Main Street brick and mortar ones who are required to collect the tax, it would also mean resources for local governments to fund much needed local services like infrastructure and public safety. It is estimated that this loophole costs states and local governments $23 billion annually, which is why its passage is a top priority for NLC and cities.

If you haven’t already, contact your House members and thank them for their support if they are already a co-sponsor, or urge them to cosponsor the bill if they have not. If you would like to send your representative an official letter from your city, you can download sample letter language to use at www.nlc.org. You can also view a current list of organizations who have endorsed the bill online. Do your part to get e-fairness legislation passed this year.

**Local Officials Seizing Bully Pulpit on Transportation to get a Better Deal for Cities and Towns**  
By Michael Wallace, 202-626-3025

Just before the August recess, the Senate passed the “Developing a Reliable and Innovative Vision for the Economy (DRIVE) Act,” a bill that authorizes over $50 billion in federal funding annually for six years to support highway, bridge, and transit projects and programs.
At the same time, the Senate was forced to pass another short-term extension for transportation funding – the 35th time an extension was required over the past decade. The latest short-term extension was necessary because the House refused to vote on the Senate bill and announced it would consider a House originated bill in September.

NLC President Ralph Becker, Mayor, Salt Lake City, UT, applauded the Senate for answering NLC’s call for a long-term transportation bill; but he also delivered a harsh message, saying “Today, for the 35th time in the past decade, Congress has passed a short-term extension to fund the nation’s transportation systems. While Congress has promised further consideration of a long-term bill in the fall, it’s far too long overdue to have a real and robust, long-term plan that would allow greater certainty in the planning process necessary for good projects that contribute to local economies.”

It’s the same message President Becker delivered in face-to-face meetings with Senate Environment and Public Works Committee Chairman Jim Inhofe and Ranking Member Barbara Boxer in the days before the DRIVE Act was introduced; and to Members of the House Transportation and Infrastructure Committee last spring as the only local official to testify in a full committee hearing on the transportation bill; and to Congressional staffers and the political press alongside other NLC Advocacy Committee Leaders and local elected officials representing USCM and NACo to demonstrate unity among local governments during Infrastructure Week.

The success of the DRIVE Act may have surprised many in Washington who considered the obstacles against a new long-term transportation bill to be too high – but it did not surprise local officials whose visibility on transportation issues has been rapidly building over the last year. And, with over $50 billion a year a stake, creating and continuing to seize opportunities on Capitol Hill to elevate the visibility of local officials is critical to achieving a better deal for cities and towns.

Advocacy Critical for House Bill
With Congress’ return to work in Washington in September, NLC advocacy efforts will focus on ensuring the House delivers a bill that maintains the gains in the Senate bill and that restores funding to cities and towns under the Surface Transportation Program. NLC President Becker joined with other local government leaders on a letter to House leaders recommending targeted legislative actions to accomplish just that.

New Resources on Supreme Court Sign Case Now Available
By Angelina Panettieri, 202-626-3196

In Reed v. Town of Gilbert the Supreme Court ruled that Gilbert’s sign code violates the First Amendment. Many, if not most, communities must now revise their sign codes. Most sign codes apply different rules to different categories of signs based on content, which the Supreme Court now generally prohibits. In a free webinar hosted by NLC and the State and Local Legal Center, John M. Baker of Greene Espel discussed the practical implications of this case for local governments.

Download NLC’s free webinar at www.nlc.org to learn more about bringing your city’s sign ordinances into compliance with new standards from the Supreme Court’s recent decision.

EPA Clean Water Rule in Effect in 37 States
By Carolyn Berndt, 202-626-3101

Last month, following a last-minute preliminary injunction by a North Dakota judge, the U.S. Environmental Protection Agency’s (EPA) and U.S. Army Corps of Engineers’ (Army Corps) controversial Clean Water Rule (also known as the “Waters of the U.S.” rule) went into effect in 37 states. The rule aims to clarify which waters fall under federal jurisdiction of the Clean Water Act (CWA).

There continues, however, to be legal and congressional challenges to the rule. The 29 states that filed suit against the EPA and the Army Corp though 10 separate cases challenged the rule on the grounds that the agencies overstepped their constitutional authority and asked for an injunction. The cases have been consolidated into a single suit under the Sixth Circuit of Appeals. Two other judges who heard petitions from states for an injunction failed to block the rule before it went into effect.

In September, the United States District Court for North Dakota confirmed that the scope of its preliminarily injunction of the Clean Water Rule is limited to the 13 states that were parties to the litigation before the court: Alaska, Arizona, Arkansas, Colorado, Idaho, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, South Dakota and Wyoming.

Meanwhile in Congress, while the House has passed a bill to restart the rulemaking process, the Senate is still short of the 60 votes needed to pass a similar bill. This month, Congress must act on the FY16 appropriations and there

Visit the League’s website!
Visit the Events section frequently on the SDML website, www.sdmunicipalleague.org, to find out what meetings are coming up.
remains the potential for policy riders to block the rule and restart the rulemaking process in any appropriations, omnibus or continuing resolution bill.

Related to the questions that have been asked regarding the treatment of stormwater systems under the rule, Senator James Inhofe (R-OK) recently wrote to EPA and Army Corps asking how stormwater systems that were built prior to the enactment of the Clean Water Act and that may have been built on historically wet areas, as is the case in D.C. and many other older communities, will be treated under the rule.

With the rule now in effect in a majority of the states, EPA has published the first of several expected Q&A documents to address technical and practical questions regarding implementation of the rule. NLC is hopeful that these documents will address the outstanding concerns that have been raised with the rule, particularly around the issues of “dry land” as it relates to the stormwater exclusion: who is responsible for determining whether a feature meets the terms of the exclusion and how should that determination be made.

White House Acts to Address Climate Change
By Carolyn Berndt, 202-626-3101

In August, President Obama took two key actions to address climate change committing to reduce carbon emissions and promoting energy efficiency and renewable energy programs. Through the first-ever national standards to reduce carbon pollution from power plants and a series of executive actions, the president is demonstrating the U.S’s commitment to climate mitigation and adaption ahead of the U.N. Conference of Parties (COP21) climate negotiations in Paris later this year.

Clean Power Plan
The Clean Power Plan sets state-specific carbon emissions reduction goals, letting the states develop and implement their own plan for meeting the goal. Once fully implemented, the Clean Power Plan will reduce carbon emissions from power plants by 32 percent below 2005 levels by 2030.

In a statement, NLC President Ralph Becker, mayor, Salt Lake City, Utah said, “We are glad the administration has unveiled an initiative to act aggressively on climate change. For years cities have been on the front lines dealing with climate change – from rising sea levels and wildfires to heat waves and flooding – and city leaders have been taking action on their own to improve energy efficiency, adopt renewable energy programs and improve the resiliency of their communities. We continue to urge the federal government take action to support cities and towns and make a strong commitment to an international climate agreement.”

Under the rule, states will have broad flexibilities to develop the strategies and solutions for meeting the state goals, including making fossil fuel power plants more efficient, increasing low carbon power sources, and increasing renewable energy generation. Among the implementation options for states is the ability to develop multi-state approaches and to establish market-based trading programs, such as already underway in California and New England/Mid-Atlantic. To read the full article, visit www.nlc.org.

NLC Rallies Support for U.N. Climate Agreement
By Carolyn Berndt, 202-626-3101

The announcement of the Clean Power Plan and the executive actions comes as NLC urged the Senate to support U.S. leadership towards a United Nations climate agreement. NLC will lead a delegation of city officials to the COP21 meeting in Paris in December to showcase their cities’ leadership and call for an ambitious international agreement that addresses our climate crisis and supports further action at the local level.

This group of mayors, called the Local Climate Leaders Circle, includes mayors of Atlanta, Boulder, Chula Vista, Columbus, Des Moines, Grand Rapids, Oakland, Pittsburgh, Salt Lake City, West Palm Beach, and councilmembers from Santa Monica and King County, Wash. The members of the Local Climate Leaders Circle have committed to the Compact of Mayors, a global coalition of mayors and city officials pledging to reduce local greenhouse gas emissions, enhance resilience to climate change, and track their progress transparently.

During his announcement of the energy efficiency and renewable energy executive actions, the President issued a challenge to mayors to publicly commit to a climate action plan ahead of the Paris UN meeting, and has set a goal of having at least 100 US cities that have signed onto the Compact of Mayors by the end of November.

“These leading mayors will share examples of how local solutions are playing a critical role to address the truly global challenges related to climate change,” said National League of Cities CEO Clarence E. Anthony. “Our goal is for the Local Climate Leaders Circle partners to share the experiences and best practices learned in Paris with city leaders across the nation to inspire their peers to reach higher to mitigate climate change.”

Moratorium on Internet Access Taxation to Expire
By Julia Pulidindi, 202-626-3176

The Internet Tax Freedom Act (ITFA) is set to expire on October 1, and NLC is fighting to ensure that any further preemption of taxation of Internet access remains temporary. ITFA is a moratorium that prohibits state and
local governments from taxing access to the Internet (ie Internet subscriptions). When ITFA first became law in 1998, the Internet was very new and to encourage its widespread use, Congress opted to preempt state and local governments from assessing a tax on the access component of the service. At the time, 10 states already had an Internet access tax in place so were grandfathered in and allowed to maintain them. Since then, the ITFA moratorium has been extended four times, the most recent being last December when Congress extended it to October 1, 2015.

Earlier this year, both the House and the Senate introduced versions of ITFA, the Permanent Internet Tax Freedom Act, PITFA (H.R. 235/S. 431) that would permanently extend the tax moratorium, as well as repeal the grandfather clause. The termination of the grandfather clause would result in a loss of almost $500 million in the seven states that still tax Internet access (since 1998, three states have repealed their Internet access tax.)

Despite opposition from NLC, on June 9, the full House passed H.R. 235, setting a process in motion that would permanently block state and local governments from collecting hundreds of millions of dollars in potential revenue. The legislation now awaits action in the Senate. NLC continues to lobby against a permanent moratorium.

New GASB Rule Requires Disclosure of Tax Abatements
Priya Ghosh Ahola, 202-626-3015

Local governments commonly use tax abatements to attract and retain business and jobs in a community. In exchange for the abatement or agreement by the local government to forego tax revenues, the company commits to making certain investments in a community that contribute to economic growth and development. State and local laws govern the use of tax abatement process, and generally require a transparent process for approving the abatement agreement and compliance by both the local government and the company in filing reports regarding the abatement.

Recently, the Government Accounting Standards Board approved new guidelines (Statement 77) that for the first time requires local governments to disclose on financial statements information about tax abatement agreements. According to GASB, although many governments offer tax abatements and provide information to the public about them, “they do not always provide the information necessary to assess how tax abatements affect their financial position and results of operations, including their ability to raise resources in the future.”

This Statement requires disclosure of tax abatement information about (1) a reporting government’s own tax abatement agreements and (2) those that are entered into by other governments and that reduce the reporting government’s tax revenues. The following information must now be disclosed by the government that entered into the agreement:

- Brief descriptive information, such as the tax being abated, the authority under which tax abatements are provided, eligibility criteria, the mechanism by which taxes are abated, provisions for recapturing abated taxes, and the types of commitments made by tax abatement recipients;
- The gross dollar amount of taxes abated during the period; and
- Commitments made by a government, other than to abate taxes, as part of a tax abatement agreement.

The requirements of this Statement are effective for financial statements for periods beginning after December 15, 2015.

In its comments to GASB during the drafting process, among other concerns, NLC cautioned that the narrow focus on the taxes abated would be misleading in that it would paint an incomplete picture of the impact of the abatement on the local government’s overall financial position.

NLC Files Comments in the FCC’s Lifeline Proceeding
Julia Pulidindi, 202-626-3176

The National League of Cities, along with the National Association of Telecommunications Officers and Advisors, filed comments addressing the FCC’s recent proposal to reform and modernize the Lifeline program. For nearly 30 years, the Lifeline program has ensured that low-income Americans have access to communications services. Understanding the transition in technologies and needs of the public, the Lifeline program has evolved from providing only wired telephone services to wireless services. And now as broadband is increasingly becoming the primary medium of communication, the FCC is now seeking comment on how best to reform and modernize this critical program.

While very supportive of extending Lifeline benefits to include broadband services, NLC voiced concerns that the FCC’s oversight efforts will continue to combat waste, fraud and abuse as they work to update the program to meet the needs of today’s low-income Americans. We also cited our approval with several proposals to streamline the eligibility process, and expanding the pool of potential service providers beyond traditional eligible telecommunications carriers.

Accidents Aren’t Just One of Those Things

This week, like every week, I receive copies of “Claim Acknowledgments” and “First Report of Injury” forms for the various entities that belong to the risk-sharing pools. Part of my job is to review them and to look for possible trends as to the types and causes for the injuries or liability claims that are occurring. Then our team of loss control consultants try to determine what, if anything, we can do to assist members in reducing and/or eliminating these claims through their safety and loss control programs. First and foremost, no one wants to see anyone get hurt whether it is an employee or a member of the public. Unfortunately, there is also a business side to safety, as claims cost money and they can affect the member’s future contribution rates.

Some safety experts define an accident as “an unplanned, undesired event which results in injury, damage to property, or loss in a process.” I am sure that no one plans on getting hurt while performing work-related tasks, yet we know that each year workers are injured and killed on-the-job. The National Safety Council defines a preventable accident as “one in which the individual(s) failed to do everything he/she reasonably could have done to avoid it.” How much extra time would it have taken for an injured employee to make sure that he/she was following established safety procedures, was wearing the proper PPE or to make sure that safety devices were in place to protect them from injury? How much extra time would it have taken someone to correct an unsafe condition that could have prevented an injury to a member of the public or prevent damage to their property?

What steps can your entity take to prevent injuries caused by “accidents” from occurring? First of all, every employer has the obligation to provide employees with a safe work environment. This includes providing employees with safety training and personal protective equipment to keep them safe while performing their work tasks. Departments should have written safety rules for employees to follow while performing the various tasks required of them. These safety rules should then be incorporated into new employee orientation as well as task training. Safety meetings should be provided so employees are routinely reminded of safe work practices and procedures.

Sounds simple enough? Well not quite. The final component of creating a safe work environment rests with your supervisors. Providing employees with written safety rules, safety training and proper PPE is only the beginning. Someone needs to make sure employees are following safe work practices and properly using PPE. I know many of your entities have written safety rules and you provide employees with safety training as well as up-to-date safety equipment. So what is often lacking? What about supervision and consequences for unsafe acts? First and foremost you want to commend employees for following safe work practices. This is something that isn’t done often enough. However, I have noticed a disturbing trend developing within many of the entities that we work with. Many departments do not have consequences for unsafe acts and/or supervisors are not enforcing safety rules. What happens to employees working for your entity when they are not following safe work practices? Do your supervisors correct their unsafe behavior? What about an employee who deliberately chooses not to follow established safe work procedures? Do you have consequences? Not only should employees be held accountable but so should their supervisors. The first time a supervisor observes an employee not following safety rules and he/she fails to correct them, then your written rules become meaningless.

It is easy to commend someone when they are doing the right thing but it is extremely important to also correct unsafe acts. It is estimated that over 80% of employee injuries are caused from unsafe acts. Don Merrell wrote a poem that I often use in safety meetings. It is entitled, “I Chose to Look the Other Way.” The end of the poem poetically sums up a co-worker or supervisor’s responsibility when it comes to safety. “If you see a risk and walk away, then hope you never have to say, I could have saved a life that day, but I chose to look the other way.”

Now is a good time to review your existing safety program as well as your safety practices. Have you thought about what goals you are going to set for this coming year for your safety and loss control program? As we have previously written, a good safety and loss control program not only saves time and money but it also protects your financial resources, including your most valuable resource – your employees.

The risk-sharing pools are member-owned. The better job each individual member does to prevent claims the better it is for them in controlling not only their costs but in helping control costs for the pools as a whole. In part because of the excellent job the majority of members have done with their safety and loss control programs, it has allowed the risk-
sharing pools to continue to provide excellent coverages and remain very competitive. When we conduct a member survey we develop “recommendations” that are designed to help your entity be proactive when it comes to safety and loss control. These “recommendations” are based on past claims information, court rulings, government mandated requirements and often “best practices.” All are designed to help protect employees and prevent claims and losses. We understand that smaller entities often do not have the same resources available that larger entities do but unfortunately they still face many of the same safety and liability exposures. The risk-sharing pools try to provide members with resources to assist both small and large members in their safety and loss control efforts. Local government control is very important. We are not trying to tell you how to run your entity and/or department. We are here to make you aware and to assist you in maintaining a safe work environment for your employees and at the same time reduce your potential liability exposures.

Doug Kirkus
Loss Control Consultant
South Dakota Public Assurance Alliance
SDML Workers’ Compensation Fund
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Since the Senate’s fresh start in January, the Senate Committee on Commerce, Science, and Transportation has worked hard to pass common-sense legislation that will help spur job creation and strengthen our nation’s competitiveness in the global marketplace. I consider it a privilege to serve as chairman of this committee, which has broad jurisdiction over issues that touch every corner of our state, including telecommunications, aviation, rail, highway safety, and interstate commerce.

All 24 members of our panel, which is made up of six active subcommittees, take seriously their responsibility to work on meaningful legislation that covers a broad range of oversight and legislative reforms. Our initiatives this year have ranged from consumer protection measures to space and Internet policies that are critical to our nation’s economic growth and scientific innovation. In all, the Commerce Committee can be credited with nearly 20 percent of all the bills that have been reported out of the Senate’s various committees so far this year.

Of the many important issues the committee has tackled this year, there are several that are of particular importance to South Dakota. First, the multi-year highway bill the Senate recently passed, which would reverse the trend of kicking the can down the road on transportation funding, contains the Commerce Committee-approved Comprehensive Transportation and Consumer Protection Act (S. 1732). This legislation includes expanded flexibility for state infrastructure grant programs and consolidated freight infrastructure planning that will address unique safety and infrastructure needs in South Dakota and across the country. This bill also provides some much-needed permanent regulatory relief to certain commercial drivers involved in the agricultural sector.

Earlier this year, the committee reported, and the Senate passed, the bipartisan Surface Transportation Board (STB) Reauthorization Act (S. 808), which would improve the STB’s dispute resolution process in the wake of the 2013-2014 rail service disruptions in South Dakota and around the country. This bill would ensure that the STB has the authority it needs to proactively resolve problems before they escalate into larger disputes that could put rail service at risk.

The committee also passed the Motor Vehicle Safety Whistleblower Act (S. 304), the Seasonal Forecasting Improvement Act (S. 1331), the Sport Fish Restoration and Recreational Boating Safety Act (S. 834), and the Ports Performance Act (S. 1298), among others. I was particularly pleased that the Ports Performance Act cleared the committee because of the detrimental impact the West Coast container port disruptions had on South Dakota’s economy. This legislation would help provide advance warning to address future problems before they reach critical mass.

While there is much more work to be done, the Commerce Committee has built a noteworthy record of accomplishment just halfway through the first session of the 114th Congress. Over the coming months, our committee will continue its effort to forge the effective, efficient, and accountable federal government that the American people deserve.
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**NOVEMBER Community Events**

**September 19 - December 30**  
James Valley Model Railroad  
Open House  
Aberdeen

**October 17 - January 3**  
2015 Pheasant Hunting  
Season  
Pierre

**November 4**  
Thunder From Down Under  
Deadwood

**November 6**  
Jon Crane Art Show  
Sioux Falls

**November 6 - 7**  
Northern State University  
Culturefest & Wacipi  
Aberdeen

**November 7**  
TobyMac  
Sioux Falls

**November 7 - 8**  
17th Annual Redfield Gun Show  
Redfield

**November 11**  
Veterans Day at  
Crazy Horse Memorial  
Crazy Horse

**November 14**  
Sisseton Area Merchants  
Holiday Extravaganza  
Sisseton

**November 17**  
Hairball  
Deadwood

**November 20**  
Sisseton Lighted Parade &  
Chili Cook-Off  
Sisseton

**November 20 - January 10**  
Winter Wonderland  
Sioux Falls

**November 21**  
Winterfest 2015  
Aberdeen

**November 22**  
Winterfest 2015  
Aberdeen

**November 24 - December 26**  
Christmas at the Capitol  
Pierre

**November 27**  
Holiday Open House  
Pierre

**November 27 - December 23**  
Parade of Lights  
Sioux Falls

**November 28**  
Greater Madison Area  
Show & Sell  
Madison

**November 28 - 29**  
Holiday Celebration and  
Winter Market  
Rapid City

**November 28 - December 27**  
Winter Wonderland  
Lighted Park  
Watertown

**For details on the listed events visit**  

**Visit**  
www.sdvisit.com/programs/coop/events/  
to submit events to the SD Tourism Calendar of Events.
Allender Appointed to Commission

Attorney General Marty Jackley announced the appointment of Steve Allender Mayor of Rapid City to the Law Enforcement Officers Standards and Training Commission. He has been appointed to a two-year term effective August 2015. Allender replaces Ken Tracy of Mitchell on the commission.

“Steve Allender has 30 years of law enforcement service to the State of South Dakota. Steve is continuing his public service as Mayor of Rapid City, and his diverse background will assist him with the important task of developing standards and training for law enforcement officers,” said Jackley. “I would also like to extend my appreciation to Ken Tracy for his years of service to law enforcement and the people of South Dakota.”

The South Dakota Law Enforcement Standards and Training Commission is an 11 person commission. Eight of the commissioners are appointed by the Attorney General. They represent the South Dakota Highway Patrol, South Dakota Sheriff’s Offices, Police Departments, the State Bar Association, institutes of higher education, the Municipal League, County Commissioners and an enrolled tribal member who is a certified law enforcement officer. The other three commissioners are the Chief Agent from the South Dakota Division of Criminal Investigation, a regional Federal Bureau of Investigation Agent, and the Attorney General. The Commission sets the training standards and certification process for the South Dakota law enforcement community.

SDML Directory Changes

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<td>704-307-3898</td>
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<tr>
<td></td>
<td>PR Harvey Carlisle</td>
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<td></td>
<td>T David Griffee</td>
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<td></td>
<td>T Phil Stark</td>
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<tr>
<td>Crooks</td>
<td>Delete:</td>
<td>FO Linda Hannel</td>
</tr>
<tr>
<td>Eureka</td>
<td>Delete:</td>
<td>AIR Guy Boschee</td>
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<td>CE Guy Boschee</td>
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<td></td>
<td>PWD Guy Boschee</td>
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<td>Add:</td>
<td>AIR Gregg Arnold</td>
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<td>CE Gregg Arnold</td>
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<td>PWD Gregg Arnold</td>
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<tr>
<td>Kennebec</td>
<td>Add:</td>
<td>FO Bailey Creasey</td>
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<tr>
<td>Mitchell</td>
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<td>PWD Shane Crowe</td>
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<td></td>
<td>Add:</td>
<td>PWD Tim McGannon</td>
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<tr>
<td>Newell</td>
<td>Delete:</td>
<td>CM James Srstka</td>
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<td></td>
<td>FC Ben Pielh</td>
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<td></td>
<td>LSM Barney Barnes</td>
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<td></td>
<td>Add:</td>
<td>CM Mike Wolff</td>
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<td></td>
<td>FC Verl Tifft</td>
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<tr>
<td></td>
<td>LSM Virginia Morse</td>
<td></td>
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<tr>
<td>North</td>
<td>Add:</td>
<td><a href="mailto:susan.kloostra@northsiouxcity-sd.gov">susan.kloostra@northsiouxcity-sd.gov</a></td>
</tr>
<tr>
<td>Sioux City</td>
<td>FO Susan Kloostra</td>
<td></td>
</tr>
<tr>
<td>Trent</td>
<td>Delete:</td>
<td>PR Morris Kirkegaard</td>
</tr>
<tr>
<td></td>
<td>Add:</td>
<td>PR Jonathan Damm</td>
</tr>
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</table>

Email Directory changes to paula@sdmunicipalleague.org. Visit www.sdmunicipalleague.org for a cumulative listing of changes to the 2015-2016 Directory of Municipal Officials.
CLASSIFIED ADS POLICY: Member municipalities receive free insertions and free postings on the League website. Non-member advertisers are billed $50 per insertion. All ads are subject to editing if necessary. The next deadline is October 15 for the November 2015 issue. Email ads to carrie@sdmunicipalleague.org or fax to 605-224-8655. Visit www.sdmunicipalleague.org for more classifieds.

CHIEF OF POLICE: The City of Estelline, SD is accepting applications for a full-time Chief of Police, salary DOE. Prefer applicants to be certified in law enforcement with 3 years of certified law enforcement experience or equivalent. A job description and application may be obtained from the City of Estelline, PO Box 278, Estelline, SD 57234 605-873-2388. Position open until filled. EOE.

CITY POLICE: City of Lake Norden, SD. Salary: Monthly Salary. Starting Wage – Depending On Experience. Benefits Package Includes: South Dakota Retirement Plan; Health, Life And Dental Insurance; 9 Paid Holidays; Vacation And Sick Leave. Closing Date/Application Deadline: Until position is filled. Where to Apply: Lake Norden City Office, 508 Main Avenue, Lake Norden, SD 57248-0213. Applications may be received by calling 605.785.3602, emailing cityln@itctel.com or on-line at lakenorden.govoffice.com. Drug Free Workplace: A pre-employment drug screen may be required prior to employment in any posted city position. A confirmed positive drug screen or evidence of applicant tampering with the sample will be basis for denial or employment. EOE.

CORN PALACE DIRECTOR: The City of Mitchell, South Dakota is accepting applications for a Director of the World’s Only Corn Palace. Responsibilities include the management of concessions, marketing, building maintenance, and events such as sports, concerts and the annual Corn Palace Festival. Prepare and manage budget. Generate new opportunities for tourism and community by implementing and maintaining positive and professional working relationships with staff, supervisors, volunteers and user groups. Bachelor’s Degree and/or equivalent in business related field, two years professional management experience preferred. Event management experience preferred. Wage range is $59,657 – $74,433, DOQ. Applications and job details are available at City Hall or www.cityofmitchell.org. Return completed applications along with a resume to
Human Resources, 612 North Main, Mitchell, SD 57301, or to bkelly@cityofmitchell.org by October 12th. EOE.

FINANCE OFFICER: The City of Crooks, a vibrant young community, 3 miles north of Sioux Falls, is seeking an energetic and experienced individual to fill the full-time position of Municipal Finance Officer. Closing Date: Upon selection of a qualified candidate. Job Description: Though accounting and finance are integral parts of the job, the finance officer is also a chief cheerleader and face of the community. The finance officer is the primary staff person for Mayor and Council, keeping track of projects and keeping the pulse of the community. The ideal candidate will be friendly, adaptable, often a self-starter, and have energy to help create, plan, and promote the identity of a growing, vibrant, small community. The work done by the finance officer will leave a legacy for generations to come. Technically speaking, this position reports to the Mayor and is responsible for planning, operating, staffing, directing, controlling, organizing and budgeting. This position executes the financial and administrative functions for the City of Crooks by following the direction of the Mayor and Council and the policies and procedures and in accordance with city ordinances, state and federal law. This includes preparing a budget; conducting financial analysis and preparing financial reports; maintaining an effective system of accounting; managing the payroll system and maintaining accurate and current records. Manages and reviews the work of staff performing routine to difficult, professional, technical and administrative support related to the administration of city affairs. Qualifications: The ideal candidate will be positive, organized, a self-starter, firm, fair, and pleasant to all who come through the office. The candidate will possess energy, positive attitude, adaptability, experience in accounting and budgeting protocols, proficiency in computerized accounting and office automation programs. The candidate will be able to manage numerous projects with frequent interruptions to meet the needs of residents, clients and contractors. Excellent organizational and time and management skills are required. A degree in business, public administration, accounting or a related field is preferred. Applicants must be eligible for bonding. Employment is contingent upon passing a background check and drug screening. Salary: Salary will be competitive and is negotiable depending upon qualifications. Benefits: Excellent benefits package. Health insurance, retirement benefits through the State of South Dakota retirement system, and paid vacation are part of this great benefits package. Instructions to Applicants: Applications must include a
letter of interest, resume and contact information for at least three references. Applications shall be e-mailed to bookkeeping@crewandcrew.com.

MAINTENANCE WORKER: The City of Hoven, SD. Work areas include but are not limited to water, sewer, streets, snow removal, landfill, swimming pool and airport. The following certifications/licenses must be possessed or be able to obtain: Commercial Applicators License, Class I Water Distribution, Class I Wastewater Treatment and Collection. Knowledge with all types of equipment is desired. Wage DOE. Please contact the City of Hoven, PO Box 157, Hoven SD 57450. You may also call 605-948-2257. Position open until filled.

MAINTENANCE EMPLOYEE: The City of Howard is accepting applications for a full time Maintenance Employee (Water/Wastewater Trainee). Work areas include but are not limited to streets, snow removal, water, sewer and equipment maintenance. Required to become South Dakota certified in water and wastewater, weed spraying and CDL. Trainees must obtain certifications within reasonable period of time. Must have a valid driver’s license, pass physical and drug testing. Complete job description and applications may be obtained at the City Finance Office, PO Box 705, Howard, SD 57349, 605-772-4391. Open until filled. EOE.

SURPLUS PROPERTY: The City of Jefferson, SD, has declared the following as surplus property: 1976 Galion T-500 Series “L” Road Grader. Hour Meter: 1,867.3. Chains for each tire. The City will accept sealed bids and the envelope must be clearly marked as a bid for the Road Grader. Mail or deliver the bids to the Jefferson City Hall, 208 Main Street, PO Box 276, Jefferson, SD 57038. Bids will be accepted until 1:00 p.m. Monday October 5, 2015. Bids will be opened and read at the Regular City Council meeting on Monday October 5, 2015 at the start of new business. The City of Jefferson, SD reserves the right to reject any and all bids. For additional information please call 605-966-5838.

FOR SALE: City of Vermillion, SD. 2003 Ford Expedition 4x4. Approx. 95,000 miles. Former police vehicle. Asking $2,000. Pictures available upon request. Contact Ernie Halverson at 605-677-7063 for questions.


Visit www.sdmunicipalleague.org for more classifieds.
Municipal Calendar

By October 15 – The secretary of revenue shall apportion the money in the local government highway and bridge fund. (SDCL 32-11-35; See Hdbk., sec. 12.255(6))

No later than November 1 – The special assessment roll for all assessments payable under the Plan One option must be delivered to the county auditor. (SDCL 9-43-105; See Hdbk., sec. 12.160)

No later than November 1 – Delinquent special assessment installments which are payable under the Plan Two option must be certified to the county auditor. (SDCL 9-43-106; See Hdbk., sec. 12.160)

No later than second Tuesday in November – Governing boards wishing to consolidate boards of equalization must approve a resolution outlining consolidated board membership no later than the second Tuesday in November. (SDCL 10-11-66; See Hdbk., sec. 12.120)

Boundary changes – Municipalities must notify the Department of Revenue of any resolution or amendment enacted which changes the boundaries of the municipality. Notification shall be in written form, shall contain a copy of the resolution or amendment, and may be sent by electronic means or registered mail. Municipalities shall

October

On or before October 1 – The tax levies for the ensuing year must be certified to the county auditor. (SDCL 10-12-7; See Hdbk. Sec. 12.066)

In October – The State Department of Revenue mails out liquor license application forms to all licensees to be completed and submitted to the local authorities for initial action at the first regular meeting of the governing body in November. (NOTE: This is an administrative determination so no statutory citation is possible.)

Second Monday of October – Native Americans’ Day – State holiday (SDCL 1-5-1)
November

No later than November 1 – The liquor tax reversion must be made. (SDCL 35-5-22; See Hdbk., sec. 11.600)

No later than November 1 – The special assessment roll for all assessments payable under the Plan One option must be delivered to the county auditor. (SDCL 9-43-105; See Hdbk., sec. 12.160)

No later than November 1 – Delinquent special assessment installments which are payable under the Plan Two option must be certified to the county auditor. (SDCL 9-43-106; See Hdbk., sec. 12.160)

November 1 – All property subject to taxation shall be listed and assessed annually, but the value of such property is to be determined according to its value on the first day of November preceding the assessment. (SDCL 10-6-2; See Hdbk., sec. 12.105)

Boundary changes – Municipalities must notify the Department of Revenue of any resolution or amendment enacted which changes the boundaries of the municipality. Notification shall be in written form, shall contain a copy of the resolution or amendment, and may be sent by electronic means or registered mail. Municipalities shall also provide any changes and additions to streets and addresses. (SDCL 10-52-13; See Hdbk., sec. 14.172)

First Tuesday after the first Monday in November – The general election is held each even numbered year. (SDCL 12-2-2)

November 11 – Veterans’ Day – State holiday (SDCL 1-5-1)

No later than second Tuesday in November – Governing boards wishing to consolidate boards of equalization must approve a resolution outlining consolidated board membership. (SDCL 10-11-66; See Hdbk., sec. 12.120)

Fourth Thursday of November – Thanksgiving Day – State holiday (SDCL 1-5-1)

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