

Storm Lake, Iowa

Integrated Water Management

Adrienne Lothery and Hadley Skeffington-Vos
Leadership ICMA Team



ICMA 2016 | SEPT 25-28

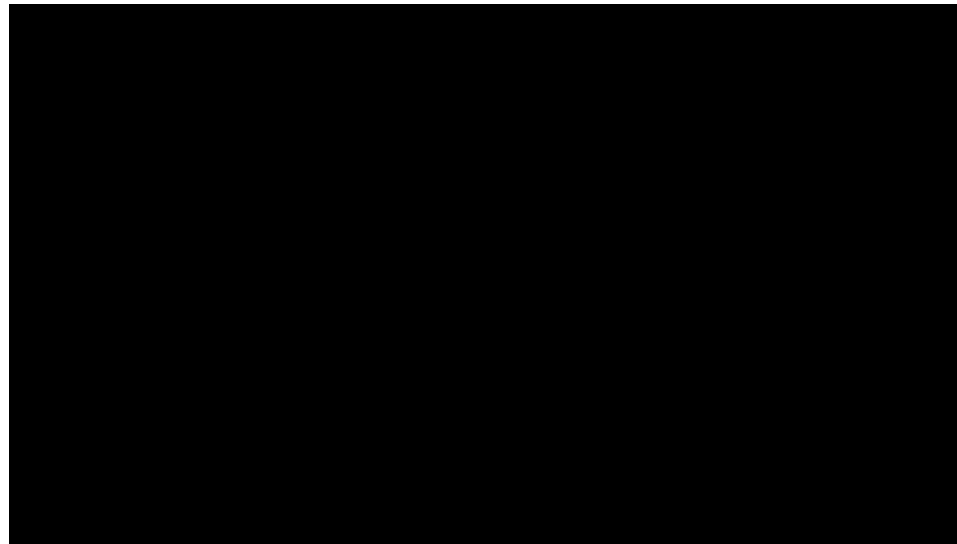
KANSAS CITY

102nd ANNUAL CONFERENCE

LICMA Team

- Lisa Morris Hibbler – City of Las Vegas, NV
- Adrienne Lothery – City of Colleyville, TX
- Hadley Skeffington-Vos – Village of Niles, IL
- Nick Woolery – City of Baytown, TX

Project Video



Storm Lake Project Scope

❖ Original Scope

- Become familiar with the proposed Nutrient Reduction Exchange being advocated by the Iowa League of Cities as a viable alternative to required investments in wastewater treatment plant technologies that do not produce desired nutrient reduction results.
- Determine the **cost benefit analysis** for implementing the Nutrient Reduction Exchange
- Provide a recommended **educational program** to assist city constituents understand what Nutrient Trading is and the importance of pre-compliance implementation of the program.

Project Overview

❖ Leadership ICMA Team

- January project selection
- March site visit
- July site visit/presentation

❖ Research process

- Site visit info
- City-provided documents
- Iowa League of Cities
- Iowa State University & Iowa Department of Natural Resources

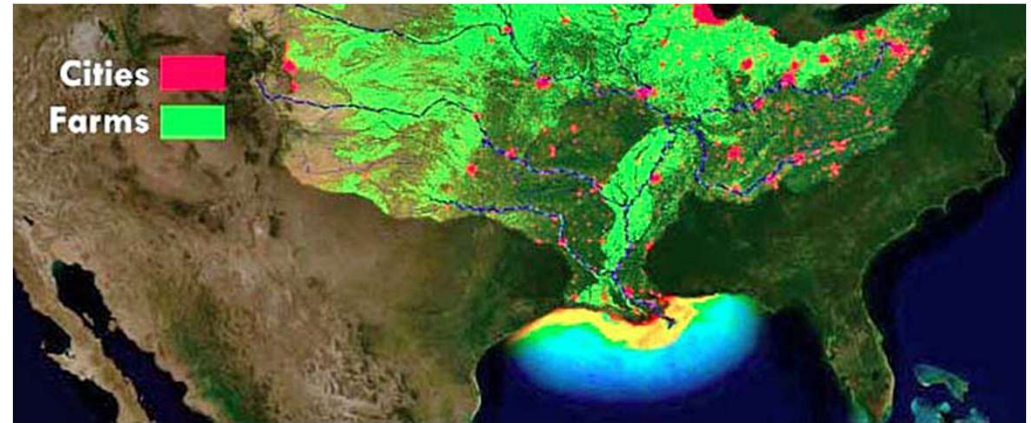


About Storm Lake

- Incorporated: 1873
- Population: 10,600
- Land area: 4.09 sq mi
- Economy: Agriculture
Tyson (pork) & Sara Lee (turkey) plants
- Background: Became active in water management due to concerns about their lake and damage from flooding incidents



The Problem

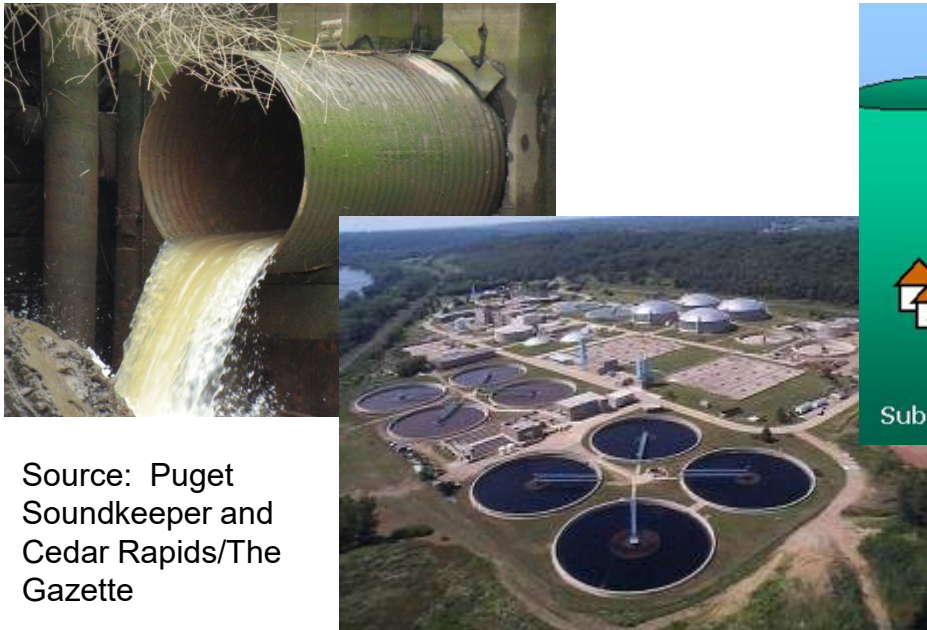


Source: National Oceanic and Atmospheric Administration (NOAA)

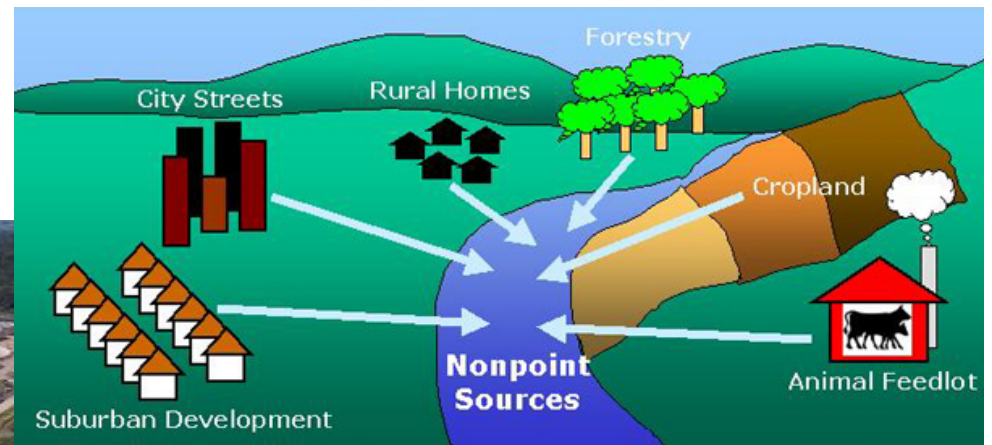
- Gulf of Mexico Hypoxia (Dead Zone)
- EPA **requirement** for Iowa:
 - Reduce combined phosphorus & nitrate by 45% by 2035
 - Allowing Iowa to determine how to meet these requirements **for now**
- Without demonstrated progress, numeric standards (TMDLs) will be required
 - *in which case the burden will fall on cities to reduce more pollutants at WWTPs*

Point Sources & Non-Point Sources

- **Point Source** – any discernible, confined and discrete conveyance from which pollutants are or may be discharged (usually cities' WWTPs or industry)
- **Non Point Source** - Diffuse sources of water pollution; difficult to regulate; typically pollutants are removed downstream at a WWTP



Source: Puget Soundkeeper and Cedar Rapids/The Gazette



Source: National Oceanic and Atmospheric Administration (NOAA)

Integrated Water Management

- It's "our" water – all parties need to be involved in the solution
 - Point Sources and Non-Point Sources
 - Government and businesses
 - Upstream and downstream
- Reducing nutrient and water runoff is a **public good**; needs to be supported by public entities with public resources.
- It is cheaper to address the problem on the front end, rather than on the back end with WWTP upgrades, repairs after flood events, dredging lakes, etc. (Don't want mandatory action like Wisconsin)
- **Ultimately taxpayers will pay, it's just a question of when and at what price**

Green Infrastructure Examples

Permeable Paving



Bioretention- Medians



Bioretention- Rain Gardens



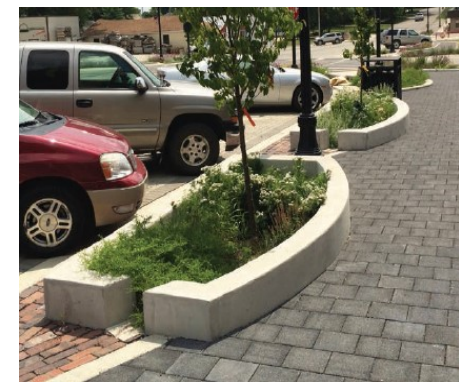
Bioswales



Rain Water Harvesting



Bioretention- Planters



Storm Lake Project Scope

❖ Actual Deliverables

- Presentation at the Iowa City/County Management Association annual conference hosted in Storm Lake (July)
- Collateral handout for conference and future presentations/meetings

INTEGRATED WATER MANAGEMENT



Integrated Water Management
A Collective Approach To Reducing Nutrient Pollution

JULY 2016

Why Watersheds are Important

According to the Environmental Protection Agency (EPA), more than 100,000 miles of rivers and streams, close to 2.5 million acres of lakes, reservoirs and ponds, and more than 800 square miles of bays and estuaries in the United States have poor water quality because of nitrogen and phosphorus pollution. (<https://www.epa.gov/nutrientpollution/where-nutrient-pollution-occurs>).

States across the country are having to mitigate water pollution, which can have lasting implications to drinking water, as well as erosion of streams and lakes. From a national perspective, excessive nutrients can lead to hypoxia or dead zones in the ocean such as the Gulf of Mexico. The northern Gulf of Mexico hypoxic zone refers to an area along the Louisiana and Texas coasts and below the mouth of the Mississippi River (www.epa.gov).

The EPA issued a mandate requiring a 45% combined reduction in phosphorus and nitrate by 2025. Without demonstrated progress, the EPA will require communities to meet numeric standards. States including Iowa, Ohio, Illinois, Indiana, Kentucky, Louisiana, Minnesota, Mississippi, Missouri, Wisconsin, Arkansas and Tennessee have been directed to develop a plan to reduce nitrogen and phosphorus pollution flowing

into waterways. This includes Point Source, which is any discernible, confined and discrete conveyance from which pollutants are or may be discharged- usually from city's Waste Water Treatment Plant or Industries.

States are also required to reduce Non-Point sources of water pollution. Non-Point Source pollution is difficult to regulate and often originates from multiple sources.

It is estimated that Iowa has 130 point sources representing 102 major municipal Waste Water Treatment Plants and 28 industrial facilities. The cost to comply with the EPA standards is estimated at \$1.5 billion dollars in capital costs and \$114 million in annual costs. Non-point sources represent an additional \$1.2 to \$1.4 billion in initial investment. Simply put, failure to act could represent substantial costs to Iowa communities and taxpayers.

Like several states, Iowa has chosen to take a proactive approach to reducing nutrient pollution and is using a multi-agency approach to developing effective strategies including the proposed Nutrient Exchange Program. In order to be successful cities and citizens must act now, working together to be a part of the solution!



Cuyahoga River
Cuyahoga River Fire, November 3, 1969. Source: Cleveland Press Collection at Cleveland State University Library



Non-Point Source Illustration
Source: National Oceanic and Atmospheric Administration (NOAA)

THANK YOU STORM LAKE!

- Jim Patrick, City Manager
- Dustin Miller, Iowa League of Cities
- Iowa Department of Natural Resources
- Iowa State University
- Mayor Jon. F. Kruse
- City Staff

FL³ – FLEX Fort Lauderdale

Jon Amundson, Jed Briggs and Amber Richards
Leadership ICMA Team



ICMA 2016 | SEPT 25-28

KANSAS CITY

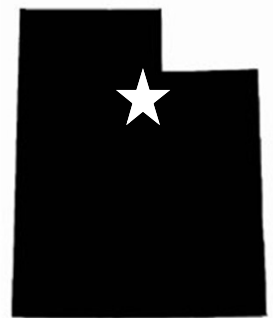
102nd ANNUAL CONFERENCE

Fort Lauderdale Problem Statement

- The City of Fort Lauderdale identified the need to establish a policy that will create a more adaptable work environment for its employees based on:
 - Fort Lauderdale’s need to be an “employer of choice” in the region
 - Accommodating the organization’s rapid personnel growth within the constraints of the current office space.

Project Team

- Jon Amundson – City of Richland
- Jed Briggs – Park City
- Amber Richards – City of Bainbridge Island



Project Overview

- City-wide survey sent out in March
- Fact-finding site visit conducted in March
- Mid-point teleconference in May
- Final site visit in June



KEY FINDINGS

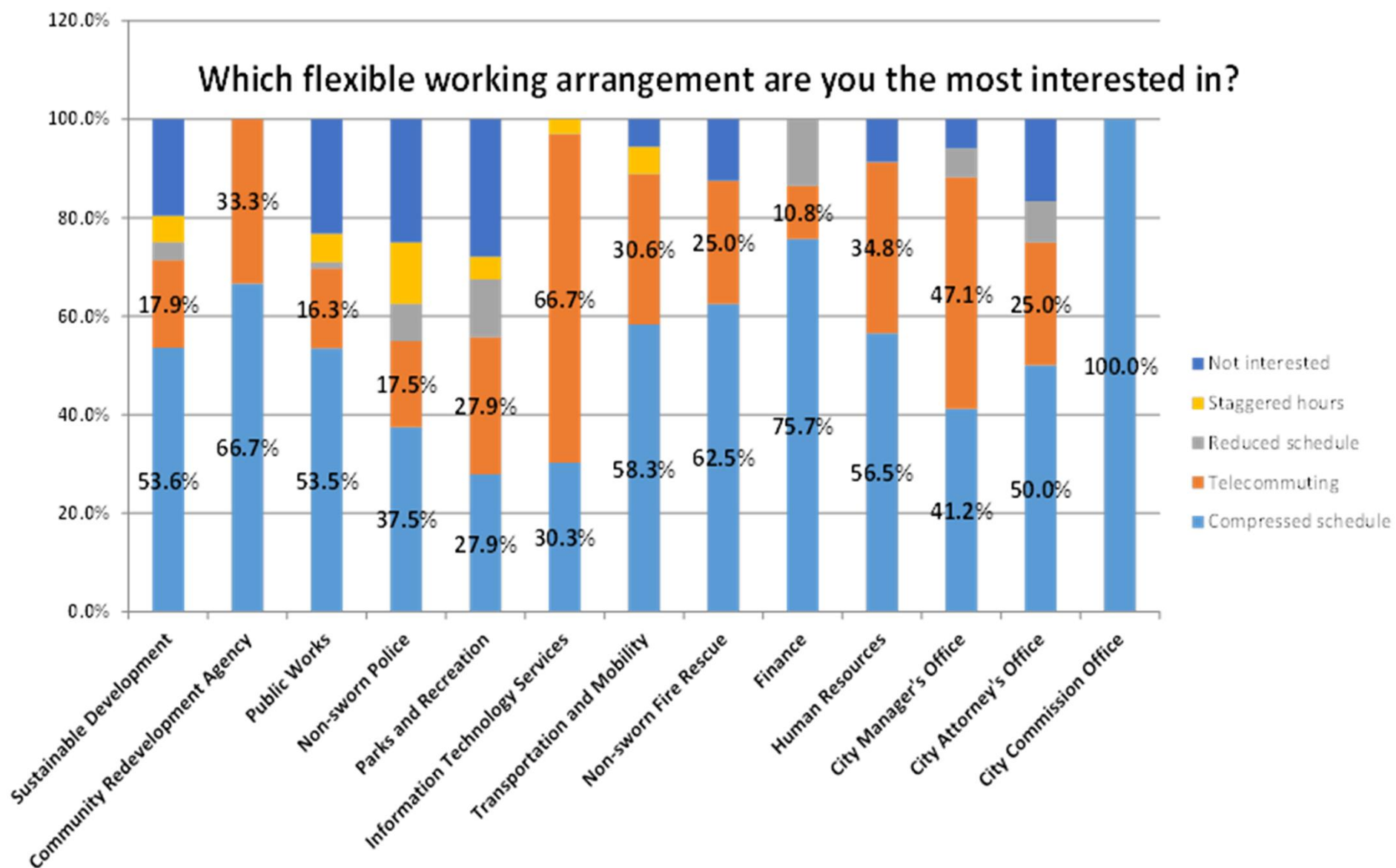


When people have control over their work, they are healthier, happier and more productive.

~David Marquet

Author of 'Turn the Ship Around'

Which flexible working arrangement are you the most interested in?



Industry Best Practices

- Mutually beneficial
- Simple
- Best implemented at the team level
- Contain multiple options
- Contain defined expectations
- Are accompanied by a culture of flexibility and openness

Organizational Requirements

- Will not adversely impact level of service externally and internally to include:
 - Neighbors, co-workers, other departments
- Arrangement must be compatible with nature of work performed
- Individuals must meet established performance requirements

RECOMMENDATION



Anchor to Strategic Plan – FL²

FY 2016 FL²STAT STRATEGIC MANAGEMENT SYSTEM

FAST FORWARD FORT LAUDERDALE: 2035 VISION PLAN

WE ARE FORT LAUDERDALE, A COMMUNITY OF CHOICE, THE CITY YOU NEVER WANT TO LEAVE.

CITY DEPARTMENT SCORECARDS

	Implementing FL ² STAT	Addressing Community Priorities	Collaborating on Shared Goals	Managing and Improving Performance	Innovating and Streamlining Services	Developing Professional Competencies	
We are Connected			<p>GOAL 1: Be a pedestrian friendly, multi-modal City. FY 2016 Commission Priority Initiatives: » Beach Traffic Management Plan (Vision Idea #18) \$ • 17th Street Mobility Plan \$</p>		<p>GOAL 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections. FY 2016 Commission Priority Initiatives: » Beach Renourishment (Vision Idea #383) • Beach Community Redevelopment Area \$CIP • Northwest Community Redevelopment Area \$CIP</p>	City Manager's Office	
We are Ready			<p>GOAL 2: Be a sustainable and resilient community. FY 2016 Commission Priority Initiatives: • Stormwater Management Plan \$CIP • Wastewater Infiltration and Inflow \$CIP</p>		<p>GOAL 8: Be known for education excellence.</p>	Finance	
We are Community			<p>GOAL 3: Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas, and parks. FY 2016 Commission Priority Initiative: • Comprehensive Homeless Strategy \$</p>		<p>GOAL 9: Be the safest urban coastal City in South Florida through preventative and responsive police and fire protection. FY 2016 Commission Priority Initiatives: » Lighting Solutions on the Beach (Vision Idea #389) • Multi-Focused Community Policing Assessment • Police Motorcycle Unit \$CIP • Fireboat Replacement \$CIP • Fire Rescue Peak Demand Unit \$ • Mobile Radios \$</p>	Fire-Rescue	
We are Here			<p>GOAL 4: Be a healthy community with fun and stimulating recreational activities for our neighbors. FY 2016 Commission Priority Initiatives: • Increase Soccer and Lacrosse Fields \$CIP • Public-Private Boathouse for Crew \$CIP</p>		<p>GOAL 10: Be a City well-prepared for and responsive to all hazards.</p>	Human Resources	
We are Prosperous			<p>GOAL 5: Be a community of strong, beautiful, and healthy neighborhoods. FY 2016 Commission Priority Initiative: • Code Compliance Improvements Phase III</p>		<p>GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community. FY 2016 Commission Priority Initiative: • Human Resources Modernization \$</p>	Information Technology Services	
We are United			<p>GOAL 6: Be an inclusive community made up of distinct, complementary, and diverse neighborhoods. FY 2016 Commission Priority Initiatives: • Development Density Policy \$ • Central City Community Redevelopment Area \$</p>		<p>GOAL 12: Be a leading government organization, managing our resources wisely and sustainability. FY 2016 Commission Priority Initiative: • Procurement Modernization \$</p>	Parks and Recreation	
			Fast Forward arrows (») indicate direct support of Vision Plan ideas. A dollar sign (\$) indicates Annual Operating Budget new funding allocation. A dollar sign and CIP (\$CIP) indicate Community Investment Plan funding allocation.			Police	
	Infrastructure	Public Places	Neighborhood Enhancement	Business Development	Public Safety	Internal Support	Public Works
						We Build Community	Sustainable Development
							Transportation and Mobility

PRESS PLAY FORT LAUDERDALE: 2018 STRATEGIC PLAN

Anchors

WE ARE
FORT LAUDERDALE,
A COMMUNITY
OF CHOICE, THE
CITY YOU NEVER
WANT TO LEAVE.



Foundational Principles

Equality

- Refers to the availability of the policy to all City of Fort Lauderdale employees.
- Equal access to the policy does not mean that employees will have equity in application, because the nature of work in each job classification is different.
- Equal access does mean that all employees meeting the established performance requirement have the ability to apply to use the policy by making a business case to support their FWA request.

High Performing Organization (HPO)

- Refers to the application of the policy at the individual/team/working level.
- The policy does not stipulate which options are available for individual positions.
- The concept is that individuals understand the nature of their work the best and are empowered to creatively identify solutions that align with the nature of the work they are required to perform, meet the needs of the organization internally and externally without compromising level of service, and finally, meet their own needs.

Summary Recommendation

The Leadership ICMA team recommends that the City of Fort Lauderdale consider implementing a citywide Flexible Working Arrangement (FWA) plan which would include:

TELECOMMUTING

COMPRESSED SCHEDULE

STAGGERED HOURS

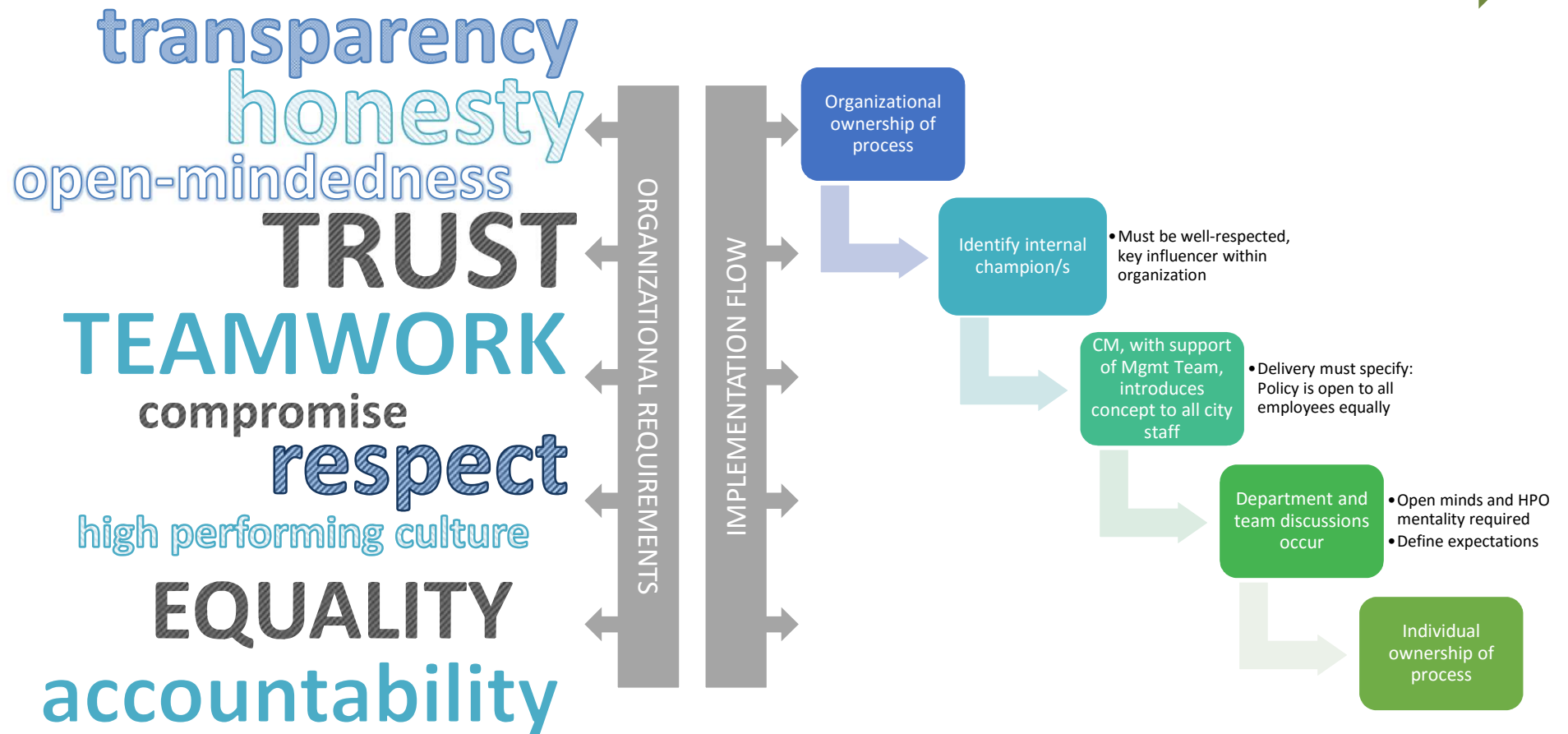
REDUCED SCHEDULE

INFANT AT WORK

IMPLEMENTATION STRATEGY

The background features a dark blue gradient with several large, light blue spiral patterns. In the lower half, there is a silhouette of a person wearing a hat and playing a trumpet, with several musical notes floating above them. Below this, there is a silhouette of a train with multiple windows. The entire scene is set against a dark blue background, and a solid red horizontal bar runs along the bottom edge.

FL³ Organizational Implementation Flow Chart



FL³ – FLEX Fort Lauderdale Roadmap

INITIAL TEAM



DISCUSSION

Start here

IF...

A: You're happy with your current schedule. No action required – you are all set!



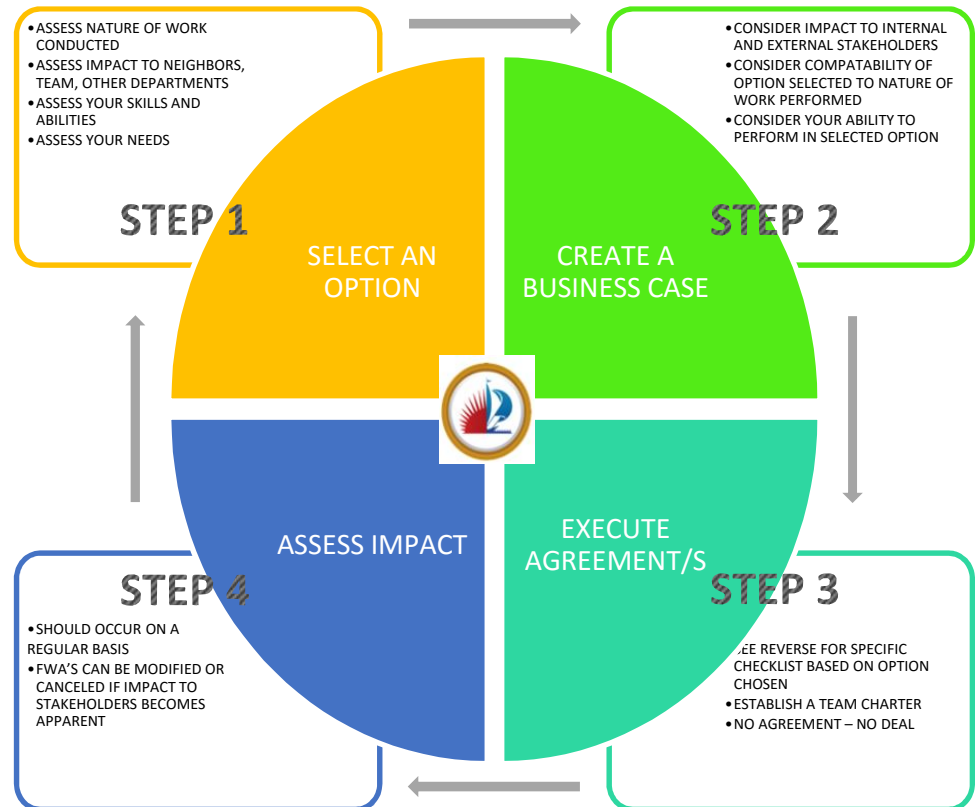
B: You need intermittent flexibility.



No problem! Work it out with your team as-needed.

C: You need regular, routine flexibility, you want a formal FWA. Follow the steps below to get started!

DEFINITIONS	
TELECOMMUTING	<ul style="list-style-type: none"> PERFORMING ASSIGNED DUTIES REMOTELY ACCORDING TO A PRE-ARRANGED SCHEDULE
COMPRESSED SCHEDULE	<ul style="list-style-type: none"> REDUCING THE NUMBER OF DAYS WORKED IN A FULL-TIME, STANDARD WORKWEEK WITHOUT REDUCING HOURS WORKED OR DUTIES PERFORMED
STAGGERED HOURS	<ul style="list-style-type: none"> PERFORMING ASSIGNED DUTIES ON-SITE ACCORDING TO A PRE-ARRANGED, NON-STANDARD ARRIVAL/DEPARTURE SCHEDULE
REDUCED SCHEDULE	<ul style="list-style-type: none"> NON-EXEMPT PERSONNEL: PERFORMING LESS THAN 40 HOURS OF WORK WHILE STILL RECEIVING BENEFITS EXEMPT PERSONNEL: PERFORMING AN AGREED-UPON PERCENTAGE OF REGULAR WORKLOAD
INFANT AT WORK	<ul style="list-style-type: none"> PRIMARY CARE-GIVER PERFORMING ASSIGNED DUTIES ON-SITE WITH INFANT PRESENT IN THE WORKPLACE



CONSIDERATIONS



TELECOMMUTING

- Can be done full or part time
- Use of “core hours”
- Use of “no meeting” day/s
- Not allowing on Monday and/or Friday
- Use of hoteling and/or open space options
- Defined communication



COMPRESSED SCHEDULE

- 3/12
- 4/10
- 9/80 – Would require redefining standard workweek
- Staggering of days/times worked to maintain or increase service level



STAGGERED HOURS

- May fluctuate seasonally
- May be used by individuals and teams



REDUCED SCHEDULE

- Stagger days/times worked to maintain or increase service level
- Potential for job share
- HR involvement required to adjust compensation and benefits



INFANT AT WORK

- Age limit of infant – 6 weeks-6 months
- Limit to one child per care-giver
- Defined protocol for dealing with diaper changing, crying,
- Pre-arranged alternate on-site care person

CHECKLISTS

Telecommuting



- Business case
- Appendix A

Compressed schedule



- Business case

Staggered hours



- Business case – OR –
- Team agreement

Reduced schedule



- Business case
- Appendix B
- HR approval

Infant at work



- Business Case
- Appendix C
- Appendix D
- HR approval

Thank You Fort Lauderdale!!

- Lee Feldman, City Manager
- Stanley Hawthorne, Assistant City Manager
- Chris Lagerbloom, Assistant City Manager
- Kristin Tigner, Structural Innovation Manager
- Katerina Skoundridakis

Andover, MA

IMAGINEANDOVER

A Sense of Place and Destination

Emilie Smith and Dan Weinheimer
Leadership ICMA Team



ICMA 2016 | SEPT 25-28

KANSAS CITY

102nd ANNUAL CONFERENCE

LICMA Team



- Lunda Asmani – City of Norwalk, CT
- Rosylen Oglesby – City of Portsmouth, VA
- Emilie Smith – City of Sunrise, FL
- Dan Weinheimer – Routt County, CO

Project Overview

❖ Leadership ICMA Team

- January project selection
- March site visit
- May site visit

❖ Research process

- Site visit info
- Town-provided documents
- Best practices research
- Local examples cited where possible



About Andover

- ❖ Incorporated: 1646
- ❖ Population: 33,000
- ❖ Land area: 32.1 sq mi
- ❖ Median Income: \$53,378 per capita income
- ❖ Government: Town Manager – Selectmen form Annual Town Meetings
- ❖ Education: Excellent public & private schools and colleges



Designed by TownMapsUSA.com

Andover Project Scope

❖ Scope of Work

- Review and analyze Downtown Andover
- Make recommendations for revitalizing Downtown
- Prepare a “Comprehensive Playbook” for creating a more vibrant Downtown – A Sense of Place and Destination – **IMAGINEANDOVER**



The Importance of Downtown



- ❖ **Community's heart**
 - A distinctive “Main Street” is an anchor
- ❖ **Employment and economic center**
 - Sustains unique small businesses
- ❖ **Community gathering place**
 - Fosters social connections
- ❖ **Experience destination**
 - A place for special events and activities
- ❖ **Reflects uniqueness of community**
 - Home to historic and cultural elements

Andover Assets

- ❖ National name recognition
- ❖ Political will and sector support
- ❖ Involved and passionate citizens
- ❖ Downtown storefronts and commercial buildings provide opportunity for change
- ❖ Community groups with vision
- ❖ Development opportunities
 - Mill district and town yard projects
- ❖ A desirable place
 - Safety, schools, character, and beauty



Highlights of Playbook Recommendations

❖ Business Community

- Downtown as thriving commercial center
- Diversify businesses
- Support businesses

❖ Building Our Community

- Increase social connections - A sense of place
- Art and campaigns - Create attractions
- Build community's confidence in Downtown



Highlights of Playbook Recommendations

❖ **Building Our Community**

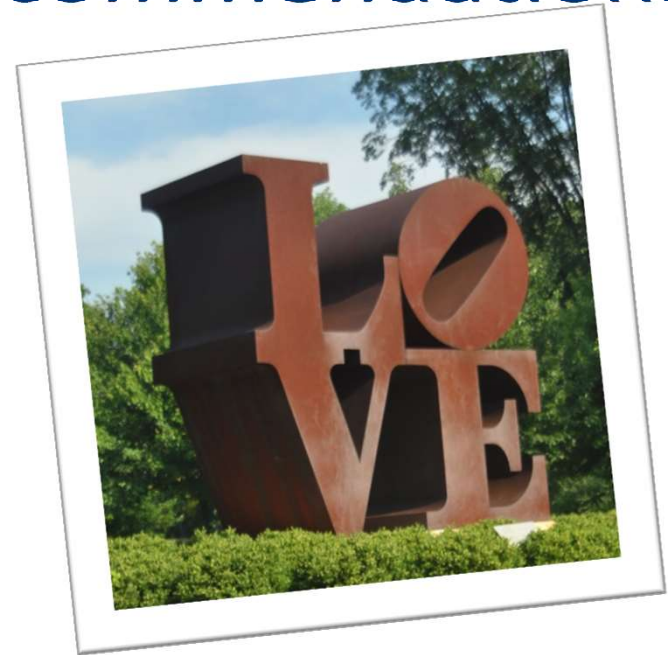
– For the Love of Andover

❖ **Community Amenities**

– Infrastructure, wayfinding and places

– Utilizing technical assistance to support Town staff

– Interconnectedness through built environment



IMPLEMENTATION: *Running the Plays*

- ❖ Be visionary and creative
- ❖ Prioritize projects that work for Andover
- ❖ Steward implementation of original and unique ideas
- ❖ Leverage technical assistance resources to plan and evaluate
- ❖ Partner within the region and community
- ❖ Communicate progress and successes

- ❖ **MAKE IT FUN!!**



THANK YOU ANDOVER!

Board of Selectmen

Andrew Flanagan, Town Manager

Paul Materazzo, Planning Director

Lisa Schwarz, Senior Planner

Town Staff

Citizen groups



ICMA

Open Fort Collins:

A framework for advancing transparency and solutions to complex problems

- Patrick Niland
- Telly Whitfield, Ph.D.
- Rebecca VanRegenmorter



ICMA 2016 | SEPT 25-28

KANSAS CITY

102nd ANNUAL CONFERENCE

Project Team Deliverables

- ✓ Internal Open Data Policy for Fort Collins
- ✓ Existing data inventory and recommendations for future uses
- ✓ Comprehensive profile of other open data portals and what will meet the needs of Fort Collins
- ✓ Recommendations to be included in a RFP for an Open Data Platform

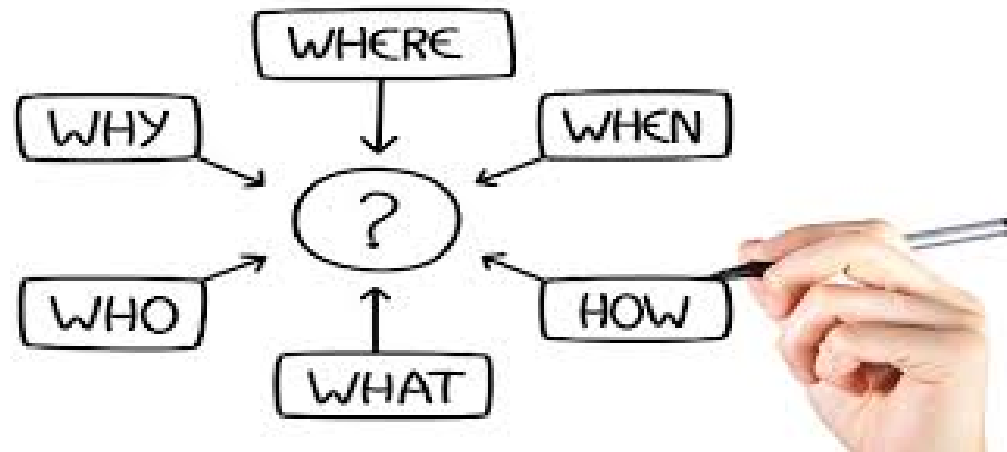
Project Schedule

- January 26th – 30th 2016 – Capstone project discussion, selection, and phone interview with host city
- Weekly calls scheduled with project team
- February 21st – 23rd 2016 – Initial Fort Collins site visit
- March 9th – 22nd 2016 - Conducted a survey with key host city stakeholders
- April 1st 2016 – Conference call with host city to discuss project deliverables and presentation
- June 27th – 28th 2016 – Second trip to Fort Collins. Final presentation to host city

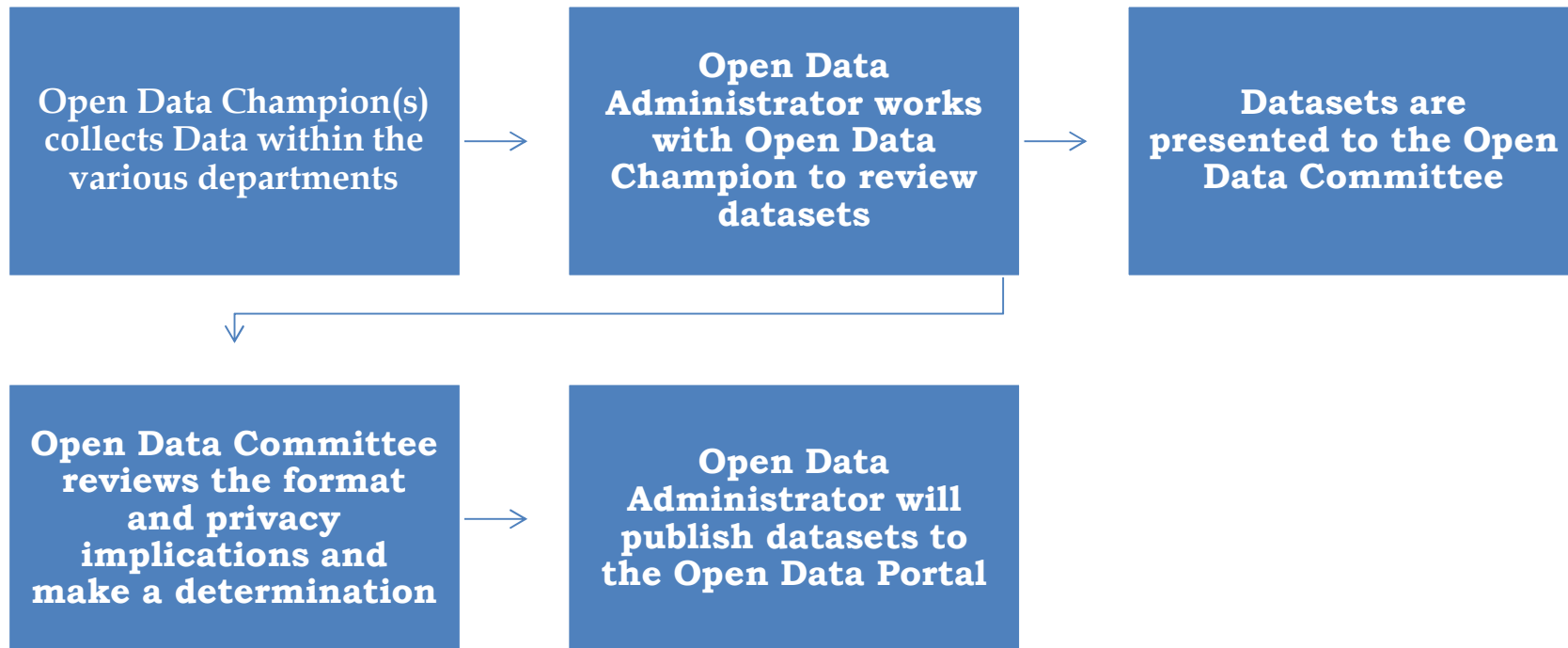
Develop an Open Data Policy

Question: Why do we need a policy?

- Assign responsibilities for team members
- Set guidelines for Open Data Administration
- Outline the collection, distribution, and maintenance of datasets
- Create safeguards to ensure private information is not released.



Open Data Policy Process



Fort Collins Data Catalog

- ✓ City Spending
- ✓ Public Safety
- ✓ Traffic/Transportation
- ✓ GIS
- ✓ Public Works/Utilities
- ✓ Development Proposals
- ✓ Stream Stage Report
- ✓ Census and Demographic Data
- ✓ Community Performance Measurement Dashboard by Outcome area



Community Interests

Resident Rankings

Outcome Area

1. Transportation	=	Infrastructure & Transportation
2. Crime Stats	=	Public Safety
3. City Expenses	=	Governance
4. Citizen Complaints	=	Governance
5. Permits/Redev.	=	Econ Dev & Redevelopment
6. Utility Usage	=	Environmental & Energy
7. Sales Tax Info	=	Governance, Econ Development
8. Stream Flow	=	Environmental & Energy, Quality of Life
9. City Salaries	=	Governance
10. Nuisance Violations	=	Quality of Life

Current Fort Collins Environment

Fort Collins is already “primed” for an open data platform!

- ✓ Significant progress on its journey to transparency...
- ✓ High-performing culture committed to accountability (benchmarking), continuous improvement and creativity.
- ✓ Available community capacity due to interested partners and demographics are assets...
 - Colorado State University, Galvanized, Innosphere/Open Water Foundation, highly educated & engaged public ,, etc.

Selecting the Right Technology

Discussion/Survey

- Fort Collins Staff
- User Communities

Identify Vendors

- OpenGov
- Junar
- Socrata



Socrata Products

A. Open Data Portal

- Crime data – [City of Chicago](#)
- [Perspectives, story telling](#)

B. Open Performance

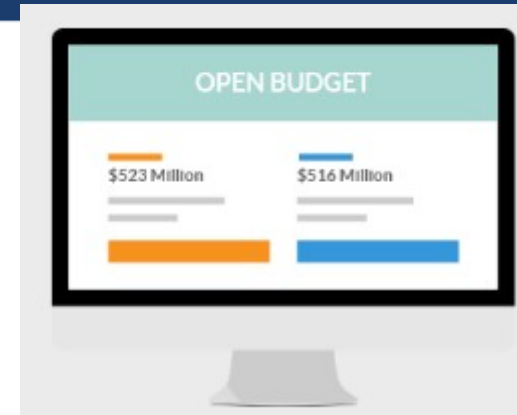
- [State of Michigan](#)

C. Public Finance

- [Open Budget - Topeka, KS](#)
- [Open Expenditures - Davenport, IA](#)
- [Open Payroll - Los Angeles, CA](#)

D. Public Safety

- [Crimereports.com](#)
- [Open Performance](#)
- [Open Data Portal \(John's Creek Police\)](#)





Our Recommendation:

Fort Collins...

- ✓ Is a known leader in government transparency
- ✓ Has a desire to take transparency to the next level

Socrata meets or exceeds the criteria/desires identified!

- ✓ Example, City of Los Angeles Comprehensive Annual Finance Report (CAFR).
- ✓ Provides data, ability to manipulate and integrate...
- ✓ Contextual storyline for public, staff, elected officials and others to first understand ...
- ✓ Maximum utilization of open data for the community

Questions/Comments?

Additional information available at tables





ICMA 2016 | SEPT 25-28

KANSAS CITY

102nd ANNUAL CONFERENCE

