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THE OFFICIAL PUBLICATION OF WASHINGTON PUBLIC WORKS PROFESSIONALS



APWA WA | SPRING CONFERENCE
APRIL 13-15, 2022, VANCOUVER WA



Planning for the 'Big One' and Other Catastrophic Infrastructure Incidents



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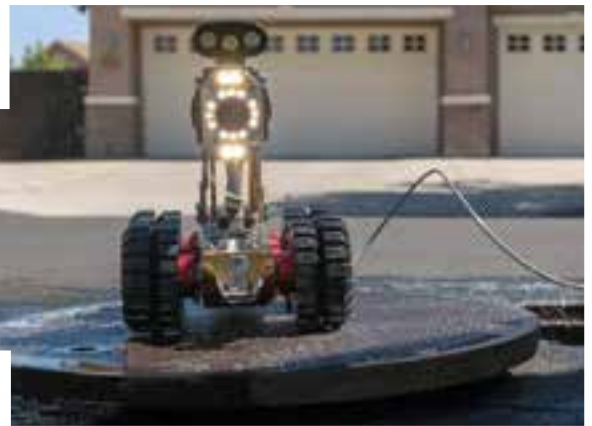
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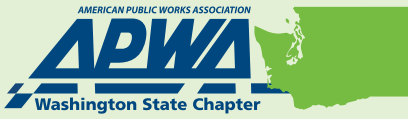


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The American Public Works Association recently announced its Top Five Trending Technologies for 2022.

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Scott Sawyer, 2022 Chapter President



2022 – One Chapter, One Community



In the winter of 2017, I took a risk to open myself to a new possibility. I chose to celebrate my 53rd birthday on the beaches of Zihuatanejo, Mexico, in the company of an amazing woman I had met at the APWA Fall Conference only a few months earlier. Five years later, I look back on this as one of my best life-decisions. This year I'll be celebrating my birthday in Zihuatanejo again, in the company of that same wonderful woman.

"How is this relevant?" you ask. Besides a ringing endorsement of the benefits of APWA networking, I read a book on that beach that has led me to develop our theme for 2022: *One Chapter, One Community*. She bought me the book as a birthday gift, and I pored through its dense writing in a few short, lazy days on the sand. *The Righteous Mind: Why Good People Are Divided by Politics and Religion*, by Jonathan Haidt, provided amazing insights into my understanding of humanity and helped me to see honor in people with views very different than mine.

At the time, I didn't know how important those insights would be, but over the course of the next few years our

country and our communities grew apart. In 2020 with the onset of COVID, we all spent much of the year in our own little spaces, surrounded mostly by those only in our closest inner circles. In our own little bubbles, we sought safety from a virus with deadly potential, but we paid a price, isolated from our broader peers. We nearly eliminated interaction with varying and differing viewpoints. In this climate, our country and our communities grew even more sharply divided.

We do not thrive as individuals, nor as communities in a divided state. We are social creatures. As we strive to rediscover "normalcy" in 2022, I hope you will all join me in intentionally celebrating those commonalities that bind us and find honor in other viewpoints. We all share a deep commitment and a profound sense of accomplishment by serving our communities – making them better places to live through creative solutions to infrastructure challenges. Let's start there as a foundational shared value.

And as we re-engage as a Chapter, let me also make a pitch for investing in our younger generations by introducing them to our Chapter. Bring them to our

amazing Spring Conference and the newly developed educational track for Emerging Professionals where they will receive two intensive days of technical sessions combined with multiple opportunities to network. On page 19 I've elaborated A Business Case for Support for why investing in Emerging Professionals now is key to the health of our organizations and our industry. By developing networks across generations we can further strengthen our industry and continue to grow as a community and I hope that my fellow managers will strongly consider supporting our EP cohort.

On behalf of the Chapter Officers and Board Members, thank you all for making the Washington Chapter a shining success year over year. You, our members, are what make us great.

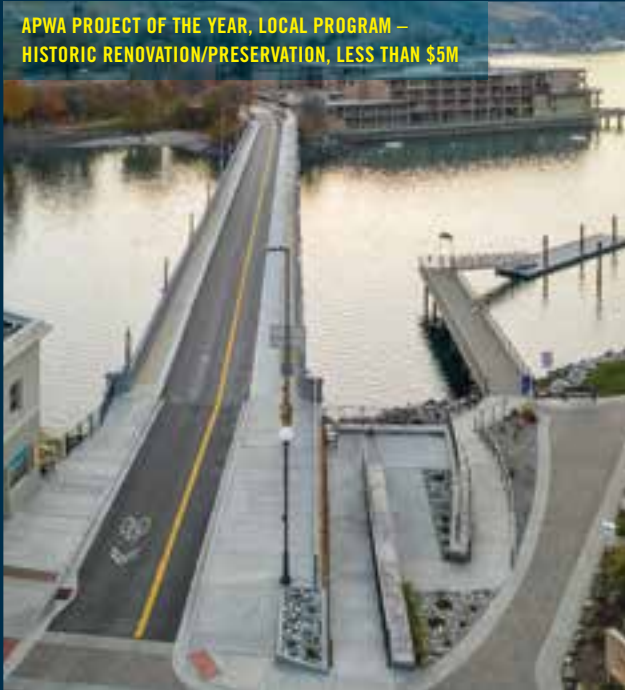
I look forward to serving all of you as your Chapter President for 2022.

One Chapter, One Community. ▀

Scott Sawyer, P.E.
APWA-WA President,
Principal, SCJ Alliance

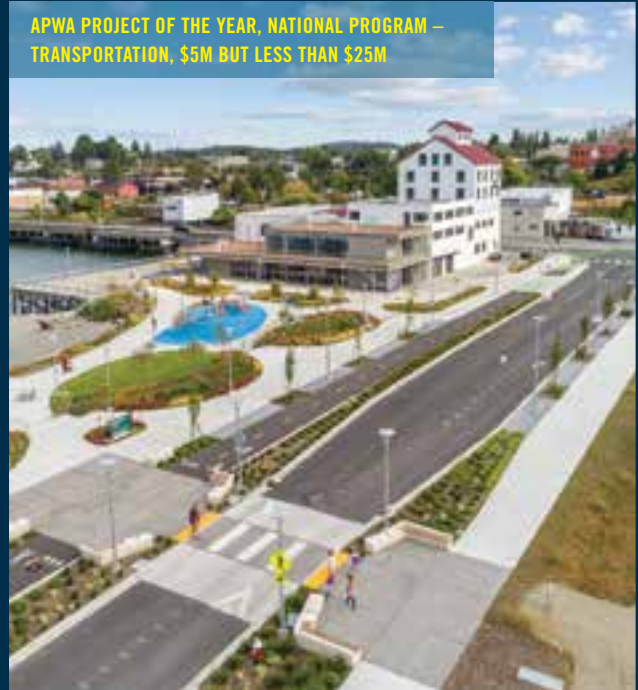
Woodin Avenue Bridge, Chelan

APWA PROJECT OF THE YEAR, LOCAL PROGRAM –
HISTORIC RENOVATION/PRESERVATION, LESS THAN \$5M



Granary Avenue and Waypoint Park, Bellingham

APWA PROJECT OF THE YEAR, NATIONAL PROGRAM –
TRANSPORTATION, \$5M BUT LESS THAN \$25M



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New and Returning Members

October 28, 2021 to January 25, 2022

Doug Van Gelder, City Engineer,
City of Sammamish

Monica Acevedo-Soto, Asst Director,
Procurement & Sourcing,
University of Washington – Facilities

Wesley R. Anderson, Sr. Engineer
Design Const., Lewis County

Alyssa Ardourel, Associate,
Huitt-Zollars Inc.

Jennifer Belknap Williamson, Director,
City of Vancouver

Tyler Bennett, Fleet Svcs. Div. Manager,
Clark County WA-Public Works

Richard Bertrand, Sales Manager, Vulcan
on Board SI on Board Scales

Chad Buechler, City of Seattle

Shaun Burgess, City of Toppenish

Kim Burnett, Administrative Services
Manager, Thurston County, WA

Emily R. Cady, Engineer 1, City of
Bainbridge Island

Matthew Combs, Supervisor of Public
Works, City of Mill Creek

Joseph Conner, Engineer III, Clark County
WA-Public Works

Gary I. Darling, Principal,
DL Consulting WA Inc,

Don Davis

Grant DeJongh, Program Coordinator II,
Clark County WA-Public Works

Dustin DeKoekkoek, P.E., Civil
Engineering Manager, Toole Design

Nick Eiesland, Road Ops Superintendent,
Clark County WA-Public Works

Daniel Elam, , Sound Vanguard Solutions

Gerard Green, Dir. Pavement Engr. ROW
Crew, City of Seattle – SDOT

Melanie Halsan, Assistant Director,
Pierce County Planning and PW

Eva Haney, PW Director Interim, Clark
County WA-Public Works

Brandon Hicks, Dir. Transportation Engr.,
City of Tumwater

Bryan Holman, Engineer,
City of Enumclaw

Matthew Joseph, Water Resources
Specialist, City of Tumwater

Yuna Kim

Griffin Lerner, Public Works Analyst,
City of Tukwila

Josh Lipscomb, Road Ops Div. Manager,
Clark County WA-Public Works

Nick Loutsis

Bryce C. Lund, President,
Custom Salt Solutions LLC

Rocky Lyon, Solid Waste Svcs. Manager,
Lewis County

Cindy Magruder, Project Integrator
Mngr, Proj. Deliver Group,
University of Washington – Facilities

Matt F. Mahoney, Operations Manager,
Benton County, WA

Joe Markovich, Urban Forestry Manager,
City of Seattle – SDOT

Darren Morgan, Dir. ROW Maint. Urban
Forestry, City of Seattle – SDOT

Daniel Nickoloff, Traffic Ops Superv.,
City of Yakima

Andy Ogden, Safety Ops Superv.,
Cowlitz County, WA

Patricia Olsen-Demarest, Sr.
Procurement & Contracting Specialist,
University of Washington – Facilities

Justin Palitz

Eric Palmer, Stormwater Manager,
City of Enumclaw

Audrey Riddell, Program Coordinator II,
Clark County WA-Public Works

Joy Sauer, CE1, Pierce County PW

Jeremy Seymour, Road Ops Maint.
Manager, Mason County

Stephen Shriver, Sr. Sales Manager,
Vulcan on Board SI on Board Scales

William P. Steel, Director of
Communications,
University of Washington, PNSN

Francisca Stefan, Deputy Dir. of
Capital Proj., City of Seattle – SDOT

Elsa Tibbits, Pavement Engr. Manager,
City of Seattle – SDOT

Shaun Tozer, Public Works Director,
City of Clyde Hill

Dwayne Walker, City Engineer,
City of Enumclaw

Robert Washabaugh, Supervising
Traffic Engr., City of Yakima

Autumn Yoke, Strategic Planner,
Pierce County Planning and PW





Virtual Spring Legislative Conference

Attended by 129 people who watched a half day session on the upcoming legislative cycle with panelist speakers including the State's Transportation Improvement Board.



Project of the Year Recognized

101 people gathered online for a watch party and table networking.



9 Chapter Winners, 1 National Winner



Virtual Happy Hour Series

Emerging Professionals Committee continues their discussion of equity issues.



568

webinar attendees
January - June

Legislative Advocacy

The Government Affairs committee and lobbyist tracked 41 bills with impact to Public Works of which 13 bills passed.



Supported
HB 1080



Supported
SB 5031



1st In-Person Conference Since 2019

240 registrants were able to attend 32 educational sessions, supported by 68 exhibitors and 26 sponsors. The Fall Conference also offered networking, including the return of the Golf Tournament and in-person Excellence Awards Ceremony.



Excellence Awards Recognized

8 Individuals, 2 Teams

Scholarships Awarded 10k



\$7,500



\$2,500

Golf & Mullet Wig Sales

\$2,500+ Raised for Scholarships

Individuals and organizations contributed toward our scholarship program through the golf tournament and mullet wig sales.



57 golfers



50 mullet wigs



Webinars Year Totals

Webinars concluded with a total of 920 attendees which is the Chapter's highest to date online learning attendance of solely webinars (not combined with conference attendees).

920

webinar attendees
January - December

Online Training Webinars

The training program for Construction Management joined CAEC and MPAC by going online. Other one-offs webinars are also offered throughout the year.



CM



CAEC



MPAC



Chapter. COMMUNITY.

April 13 - 15, 2022
Vancouver, WA

In bicycle racing, a team knows that no individual cyclist is as strong as the group working together. Each team member will go to the front of the peloton, breaking the path for a time and behind them everyone else will “draft”—resting, picking up speed, and preparing for their turn. Together the team can go faster and farther than one person can go alone. For the past several years our communities, families, and businesses have seen the strain of being forced apart both physically and ideologically. These tempestuous times are tiring. We’ve all been pushing ourselves to make the “long-haul,” but none of us can do it alone. This year, the APWA WA Chapter would like to be part of your peloton, and bring everyone back together, united in our effort to lift up our community, pulling together to make the work easier for all of us. *Together we are 1 Chapter, 1 Community.*

CONFERENCE HIGHLIGHTS

- » **TWO DAYS OF EDUCATION**
Earn CE credits, April 13 & 14
- » **FUN RUN/WALK**
Date and time pending,
but bring those running shoes!
- » **NEW EMERGING PROFESSIONALS TRACK**
Kickstart your career with tips from the field.
- » **APWA GIVES BACK**
APWA's annual charity support effort raises funds and lifts spirits!
- » **KEYNOTE PRESENTATION**
Robyn Benincasa, April 13, 12pm
- » **PROJECT OF THE YEAR AWARDS**
April 14, 7am - 9am
Recognizing the best Public Works Projects of 2021
- » **EXHIBIT HALL**
Expanded Exhibit Hall hours!
For more details: www.apwawaconf.com
- » **GOLF TOURNAMENT**
April 12, 2022

Extracurricular activities are accurate as of January 31, 2022, but are subject to venue availability and current safety protocols.

THE APWA WA CHAPTER WILL BE COMPLYING WITH STATE AND CDC GUIDELINES REGARDING MASKING AND DISTANCING AT THE SPRING CONFERENCE. FOR MORE INFORMATION, VISIT: WWW.APWAWACONF.COM



ROBYN BENINCASA

WEDNESDAY, APRIL 13, 12PM

Building World Class Teams – How to Achieve Breakthrough Performance Through Collaboration, Creativity & a Culture of One

As a two-time World Champion Adventure racer, San Diego Firefighter, and CNN Hero, Robyn knows a thing or two about creating Human Synergy, or as she puts it, "That magic that allows ordinary people to accomplish extraordinary things together."

Through harrowing experiences in places like the jungles of Borneo and the Himalayan peaks, Robyn has studied the good, the bad, and the not-so-pretty of Extreme Teamwork. Her refreshing and unique techniques build and foster impactful, inspired teams that succeed against all odds and turn setbacks into comebacks.

Her game-changing keynotes inspire us to grab life with one hand, our teammates with the other and create that special magic that makes each of us stronger together than we could ever be alone.

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The **PROJECT OF THE YEAR** *Awards*

THURSDAY, APRIL 14

7:00PM: Dinner & Entertainment

8:00PM: Awards presentation

APWA-WA is honoring the best of the best in Public Works with the Project of the Year Awards.

The Project of the Year recognizes excellence in management and administration to successfully complete public works projects. Awards fall into five categories, with dollar volume differentials (Less than \$5M, <\$25M, \$25M - \$75M, and over \$75M) within each category:

- *Emergency/Disaster Preparedness*
- *Historical Restoration/Preservation*
- *Structures*
- *Transportation*
- *Environment*

SESSION PREVIEW

April 13 - 14, 2022

TWO DAYS OF EDUCATION



SOLD! A BMP FOR LIFE

Privately-owned stormwater BMPs can be challenging for municipalities to inspect, maintain, and enforce in compliance with NPDES MS4 permit requirements. This presentation will explore the results of a study conducted to identify and evaluate the effectiveness of strategies for private BMP management. Findings address topics such as staff/funding strategies, data management, communication, ordinances/covenants, incentives/penalties, training, and outreach programs.

SPEAKERS:

- > **Aimee Navickis-Brasch, PE**
Engineering Manager
Osborn Consulting, Inc.
- > **Taylor Hoffman-Ballard, PE**
Project Manager
Osborn Consulting, Inc.
- > **Francesca White, PE**
Project Manager
Osborn Consulting, Inc.

INTERPRETING THE VALUE OF PUBLIC WORKS

Public works departments keep our communities safe, healthy, and running smoothly, but it can be difficult to convey the importance of public works to the communities we serve. Experiment with another way to say it through this interpretive sign-making workshop. We'll develop themes, supporting stories, and rough mock-ups that communicate what's critical about your work.

SPEAKERS:

- > **Angela Mele**
Interpretive Planner & Illustrator
The Watershed Company
- > **Amber Mikluscak**
Senior Landscape Architect
The Watershed Company



GET OUT! EVACUATION PLANNING FOR AN UNCERTAIN FUTURE

Evacuation planning will become more urgent as extreme events increase with a changing climate. Planning for safe and effective evacuation is even more critical in rural communities with limited access routes. This presentation will include evacuation planning considerations, ways to model different scenarios, and lessons learned from local communities.

SPEAKER:

- **Daniel Dye, PE**
Senior Transportation Engineer
Fehr & Peers



THE IMPORTANCE OF FRIENDSHIP AT WORK

Research has repeatedly shown a concrete link between having a best friend at work and the amount of effort employees expend in their job. On the flip side, the pandemic has increased feelings of isolation which in turn affects personal and professional well-being. This session provides tools to increase connectivity for you and your team.

SPEAKERS:

- **Maria Serro, PE**
Capital Improvement Program (CIP) Manager
City of Pasco
- **Mary Heather Ames, PE**
Transportation Manager
City of Tumwater

SESSION PREVIEW

April 13 - 14, 2022

TWO DAYS OF EDUCATION



WINNING RFP AND PROPOSAL WRITING STRATEGIES

Are your RFPs and proposals achieving the desired results, or are you stuck on “rinse and repeat”? Join us to explore methods to develop RFPs that inspire great submittals, help break writer’s block, and craft content that selection committees want to read—all critical elements to crafting a winning proposal!

SPEAKERS:

- **Allison Tivnon**
Pursuit Strategist
Middle of Six | Marketing Consultants
- **Melissa English**
Principal Marketing Strategist
Middle of Six | Marketing Consultants



PROJECT DELIVERY PROCESS IMPROVEMENT - COLLABORATION IS THE KEY TO SUCCESS

Olympia was not hitting its project delivery performance targets. By applying LEAN principles to diagnose the process issues and implement a new approach to project delivery the City quickly turned this around. This session will review how Olympia conducted its assessment, what they changed and why and how they have sustained dramatically improved performance over time.

SPEAKERS:

- **Fran Eide, PE**
City Engineer
City of Olympia
- **Jim Rioux, PMP**
Project Manager
City of Olympia
- **Steve Gorcester**
Owner
Performance Plane, LLC



FISH PASSAGE CONTRACTING LESSONS LEARNED

WSDOT is trying a wide variety of contracting methods to deliver a massive program of fish passage barrier removals. Hear about the pros and cons of Design-Bid-Build, Traditional DB, Progressive DB, and hand-off to DB before vs. after NEPA approval based on their experience to date.

SPEAKERS:

- **Kim Mueller**
Fish Passage Program Manager
WSDOT – Environmental Services
- **Jay Drye**
Director of Local Programs
WSDOT

FACILITATOR:

- **Don McReynolds**
Senior Consultant
Parametrix

LINEAR SCHEDULING FOR INFRASTRUCTURE PROJECTS

Learn how to create a linear schedule that illustrates your project on one page, in a format that's easily understood by laypersons. See how this method played a key role in delivering major projects, and gain a new tool in your toolbox to communicate how your project will get done.

SPEAKER:

- **James Wonneberg, PE, CCM**
Construction Manager
HNTB



SESSION PREVIEW

April 13 - 14, 2022

TWO DAYS OF EDUCATION



EVOLVING MODERNITY: THE HUMAN ERA ALONGSIDE INFRASTRUCTURE

We enter 12,022 of the Human Era with “Infrastructure” gaining attention amidst climate change confronting an unsustainable urban landscape. Humans have frequently collided with nature. And yet again, the future depends on leveraging infrastructure investment to persevere alongside the natural environment. Our task is to evolve Modernity and begin by rethinking Municipal Infrastructure.

SPEAKER:

➤ **Robert Hanlon, PE NACE CPIII, Envision SP**
Curious Scientist & Passionate Engineer
Utility Squared



BUILDING RESILIENT INFRASTRUCTURE WITH THE IIA

State infrastructure experts will discuss what the SIT IIA legislation means for the state, and how it will directly impact our local agencies and help our communities be more resilient. They’ll discuss how the legislation promotes resilience and how the region is ahead of the game for implementing resilience measures.

SPEAKERS:

- **Scott Larsen, PE**
Oregon Area Manager
RS&H
- **Alexandra Howard**
Program Development Manager - Resilience
Port of Portland
- **Matthew Preedy, PE**
Director of Construction
Sound Transit
- **Eric Schinfeld**
Senior Manager of Federal Relations
Port of Seattle/SEA

NEW FOR 2022!

EMERGING PROFESSIONALS TRACK

INTEGRATING YOUNG PROFESSIONALS INTO THE WORKFORCE

In an evolving workforce it is important to develop strategies for integrating young professionals. This is especially relevant in the midst of a global pandemic that continues to influence workforce environment and culture. A panel of young professionals will share their experiences, successes, and challenges in their early careers and discuss strategies for successfully integrating young professionals.

FACILITATOR:

- **Alyssa Ardourel, PE**
Civil Engineer, Project Manager
Hultt-Zollars, Inc.

GET CONNECTED, RECHARGE YOUR NETWORK & ACCELERATE YOUR CAREER

This panel discussion will provide tools for emerging professionals to help build your network, to get connected in your community, and to leverage your unique skills and passions to support your career growth.

FACILITATOR:

- **Brenna Harrington**
Civil Engineer
BCRA

CAREER ARCS IN PUBLIC WORKS

The industry of Public Works has a wide reach of disciplines and roles. This session will explore the major career arcs that fall within the realm of Public Works and discuss how career paths can branch into many different roles to suit any combination of career goals and skills.

FACILITATOR:

- **Jordan Ottow**
Public Works Operations Manager
City of Monroe

TEAM BUILDING DURING A PANDEMIC

Over the last several years, the global pandemic has fundamentally impacted the working environment in Public Works. This panel discussion will review team building challenges associated with a fluctuating work environment and discuss strategies for staying connected and building/maintaining team and company culture during and post pandemic.

FACILITATOR:

- **Lauren Behm, MPA**
Senior Marketing Manager
Landau Associates

MAKING THE MOST OF YOUR MEMBERSHIP

This panel will discuss ways to get involved in APWA, how to move up and grow into leadership roles, and identify opportunities to get involved in APWA beyond the Washington Chapter.

FACILITATOR:

- **Karissa Witthuhn, PE**
Senior Project Manager
Perteet

STREET AND UTILITY DESIGN WITH POINT CLOUDS

This presentation will describe the advantages and limitations of utilizing point clouds for a typical street and utility rehabilitation project.

FACILITATOR:

- **Shaun Wright**
Civil Engineer
City of Kelso

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KLAMATH FALLS TERMINAL
Klamath Falls, OR
541-884-5100

** Denotes new location.



A Business Case for Investing in Emerging Professionals through APWA Engagement

By Scott Sawyer, P.E., Washington APWA President/Principal SCJ Alliance



Check out our 2022 recommended reading list related to this topic

There is a wealth of great articles that make compelling arguments for investment in our Millennial generation. If this is a topic that interests you, I invite you to explore the reading list available by following the QR code above on this page. Below is my summary of four principal reasons why we, as organizational leaders, should eagerly make the investment to in our Emerging Professional via involvement in our Chapter.

Reason 1: On-the-Job Training

Our industry has always been reliant on on-the-job-training (OTJ) to develop staff coming out of school. This trend steadily progresses, making us even more dependent on effective OTJ year after year. Graduates know they are finishing trade schools, colleges, and universities lacking in the skills they need to succeed in their careers. They want to learn, and

they deeply appreciate employers who invest in their training. The technical sessions provided at the conferences are a perfect way to let Emerging Professional play sponge for a couple of days and soak up tons of practical learning they can apply to their everyday work.

Reason 2: Demographic Trends

News flash! Baby Boomers are retiring. They have been for several years now and COVID only accelerated their departure from the workforce. The trend is so impactful across all industries, it even has catchy names: the Silver Tsunami and the Great Resignation. Roughly speaking, the baby boomers (~58+ years old) and the millennials (~under 40 years old) are the same size in numbers; however, Generation Z is sandwiched between these generations at only half the population size. We need to quickly get comfortable with the idea of

younger leaders. It is a simple mathematical imperative that we invest in developing tomorrow's leaders from the Millennial generation. We don't have the numbers to solely rely on traditional succession from generation to generation.

Poor succession planning is one of the leading causing of organizational collapse. Couple this generational demographic trend with declining numbers of new graduates with STEM degrees and our organizations will struggle mightily in the coming decade if we don't start now in developing tomorrow's leaders.

Reason 3: Networking (aka Social Capital)

Repeat after me, "It's not what you know..." I don't even need to finish the thought; it is so engraved in our brains by now. This is true today more than ever. What is different now is the explosion of online social media being used

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- Transportation
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Jeff Ashley, PE
Helena, Great Falls, and Spokane Operations Manager
jashley@m-m.net | 509.315.8505

Emerging Professionals want to learn. They want to become leaders. They want to create networking bonds and make friends with others equally passionate about their work. They want to make a difference in our communities.

to network. But even younger generations are discovering the shortfalls of virtual networking. Millennials have a strong desire to network in person, but they want to be able to network amongst their peers. Let's make APWA a place where younger staff

feel welcome and supported, but more importantly, let's all invest in younger staff to make the conferences a place where the next generations experience networking and reap the benefits of lifelong friendships that spring from our bi-annual conferences.

**Reason 4:
Retention, Retention, Retention!**

As a spin-off from the age-old real estate truism, the three most important things in human resources today are retention, retention, and retention! We all feel it, and we are all weary of battling the price wars created by labor shortages. We can't just keep throwing money at the challenge of retention. We need other (and more effective) tools! Go back and reread the last three sections. Here are our tools. Emerging Professionals want to learn. They want to become leaders. They want to create networking bonds and make friends with others equally passionate about their work. They want to make a difference in our communities.

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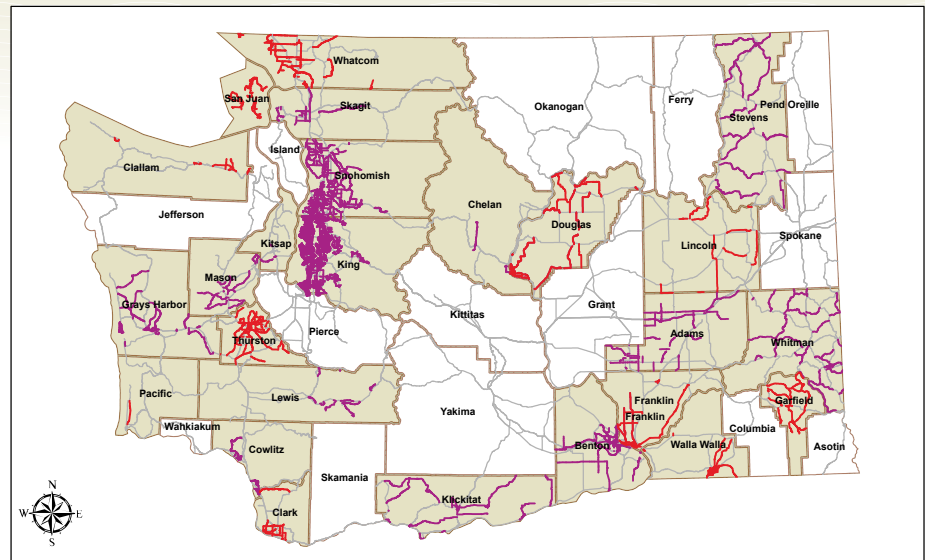
Washington Statewide Catastrophic Incident Planning Team (SCRIPT)

By Kirk Holmes, Emergency Management Committee Chair/Director of Central WA Services, Pertect Inc.

What is our plan if the entire state were to suffer from a catastrophic event rendering most of our infrastructure damaged and inoperable? Lucky for most of us, that's someone's problem, and the organization responsible for this type of large-scale planning and coordination is the Washington Statewide Catastrophic Incident Planning Team, or SCRIPT.

SCRIPT's Mission and Function

Started in 2018, the mission of the SCRIPT is to facilitate collaborative engagement between state, tribal, and local governments, together with the communities they serve, in developing plans to prepare for, respond to, and recover from catastrophic incidents. The SCRIPT serves in an advisory role to state agencies, tribal nations, and local governments in Washington State, as well as developing and proposing policies and plans in support of integrated statewide catastrophic incident planning. The team also sustains a forum for collaborative all-phase catastrophic incident planning in Washington State. The collaboration is designed to take advantage of economies of scale and make efficient use of scarce resources. This integrated planning model includes both public and private sector and non-governmental organizations as well as assembling project teams to develop products designed to address specific response capabilities.



Critical Transportation Priority Route Progress Map as of 01/04/2022

- Finalized_Priority Routes_5
- Not_Finalized_Priority Routes_9
- WSDOT Priority Routes
- WA_County_Boundaries



2021 Recap: Statewide Priority Route Mapping

The identification of local jurisdiction priority routes has been a key undertaking of the Statewide Catastrophic Incident Planning Team in 2021. This effort involves the identification of the local jurisdiction routes that will be critical to the successful response of the community following a major disaster. The process has been undertaken with facilitation assistance from the Washington State Emergency Management Division (EMD) Planning Team who have led the effort to

assist and work with local jurisdictions to identify these priority routes. The WA EMD Planning Team is not choosing the routes for the local jurisdictions, but rather, helping to facilitate a discussion that will allow those priority routes to be identified by the local jurisdictions. Priority routes might include access roads to critical infrastructure such as medical or power facilities; primary local jurisdiction routes that bypass the state highway system; or routes that lead to communities with only one way in or out. The next step in

this process is to assist local jurisdictions in the deconfliction of routes at county boundaries that might not match with a neighboring jurisdiction.

Next Steps: Refining with Seismic Screening Tools

This work comes on the heels of SCRIPT's prior accomplishments – the completion of twin tools: the Bridge Seismic Screening Tool (BSST) and the Highway Seismic Screening Tool (HSST), both part of the Regional Resiliency Assessment Program in 2019. These tools will be used to refine the Priority Route Mapping starting in 2022 to identify what alternative priority routes might exist for highways that are expected to be significantly damaged in an M9 Cascadia Earthquake. With the statewide work being conducted by a multitude of planning partners, Washington State is for the first time painting the picture of how our transportation networks can be effectively utilized following a significant disruption to the infrastructure.

How Does SCRIPT Create Plans?

State law (Chapter 38.52 RCW) requires communities to prepare Comprehensive Emergency Management Plans (CEMPs) based on the hazards each community faces. Catastrophic incidents are possible in every community within Washington; therefore, it stands to reason that each community should plan for catastrophic incidents. The vision of the SCRIPT is “stakeholders planning collaboratively to prepare for, respond to, and recover from a catastrophic incident.”

To accomplish this vision, the team is working to:

- Develop a catastrophic incident planning framework that promotes integrated and synchronized emergency planning at all levels of government in Washington State and engages private sector and non-governmental stakeholders to represent the whole community. This includes engaging neighboring states and British Columbia.
- Develop catastrophic plans and tools that support coordination amount and between state, tribal, and local governments, and other stakeholders before, during, and after catastrophic incidents.

- Strive to make catastrophic incident planning part of the emergency management discipline statewide, based on the catastrophic incident planning framework.
- Support catastrophic incident planning conducted by, or between, organizations in the state, and initiate catastrophic incident planning efforts where presently absent.

Questions?

The Washington Chapter has two delegates on the Washington State Emergency Management Division (EMD) Planning Team. Please contact them with any question that you may have on SCRIPT or CEMPs: Kirk Holmes, *kirk.holmes@perteet.com* and Jennifer Bailey, *jbailey@everettwa.gov*. ▀

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INTERACTIVE MAP WINS AWARD AND KUDOS FROM VISITING WILDFIRE TEAMS

By Jill M. FitzSimmons, Public Information Officer, Chelan County

Chelan County Public Works GIS technician Lori Beidler was honored in October by the Washington Chapter of the American Public Works Association for an interactive map she designed to aid in wildfire evacuation notification.

A county employee for 13 years, Beidler received the Empowering Teams Award, which recognizes public works teams harnessing new technologies to accomplish tasks more efficiently. She received the award at the APWA-WA Fall Conference on October 14, 2021 in Yakima.

Beidler, who is also the addressing coordinator for Chelan County Public Works Department, was instrumental in using geographic information system (GIS) technology to build an interactive map that can be used during emergency situations in Chelan County. With a focus on emergency response to wildfires, Beidler worked with the county's emergency dispatch center and Chelan County Emergency Management to create an emergency incident map for the county.

Operational in 2021, the Chelan County Emergency Incident Map (EIP) is available online and via a downloadable app.

The EIP provides consistent updates of road closures, evacuations, and structure counts that are essential for emergency management staff. This tool gives emergency responders an accurate number of how many structures and homes are within an evacuation area – and where those homes are. Beidler has also worked with incident response teams on post-fire mapping.

County residents can also use EIP to stay up to date on evacuations during wildfire season. It allows homeowners to enter their address and see if their property is in an evacuation area, and



what level of evacuation that area is experiencing. It also shows road closures.

The EIP was used heavily for the Twenty-Five Mile (in Lake Chelan) and the Rooster Comb (in Wenatchee) fires, both of which happened in summer 2021. An unexpected benefit was that the EIP served as a useful tool for the various visiting incident command teams that were called to take over wildfire operations from local firefighting teams. These out-of-town wildfire teams were able



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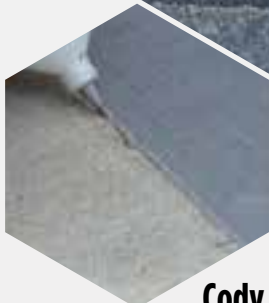
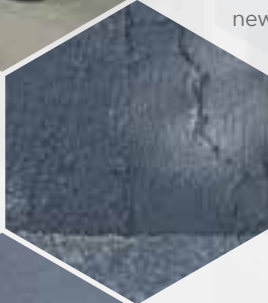
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to glean immediate information from the EIP, including impacted homes, in unfamiliar geographic areas. This was especially helpful in the Twenty-Five Mile Fire, which burned 22,200 acres near Lake Chelan and required firefighters be onsite for several weeks.

"The visiting incident command teams were pretty excited to have this information," Beidler said. "And they were especially complimentary, commenting that Chelan County was doing something they hadn't seen before."

By the end of September 2021, the EIP had received 235,559 hits. As a result, Chelan County quickly learned that its internal servers were not robust enough to handle the amount of online traffic the EIP generated, so it was moved to the cloud for hosting, Beidler added.


"This isn't a hard application to create," Beidler said. "Creating an app like this takes some creativity and discussions with local emergency responders about their needs. But for those public

works agencies that have a GIS technician, quality GIS data, and an ArcGIS online account, I encourage them to take a look at how they too can create a tool that aids in emergency response – for the public and for our emergency responders."

Beidler hopes to improve upon the application in the coming year, adding more dynamic, real-time updates, and even more data. Her plans are to tie the EIP in with internal data, so it is even more useful from the beginning of an incident.


"My plan is for our road maintenance crews to be able to report road closures instantaneously to the online map while in the field," she said. "This will result in real-time information that will be available to the public."

Eric Pierson, Chelan County Public Works Director/County Engineer, said that having employees such as Beidler, who take the initiative to step up in creative ways to help both the public and other agencies, adds great value to the road department.


"Lori works closely with our 911 dispatch agency and Chelan County Emergency Management," Pierson said. "She is viewed by local emergency services as an asset in her field and is called upon for help in many ways. Oftentimes, she has stepped in during nonwork hours to update the emergency incident map for the public and emergency responders. I'm excited to see how she grows this interactive map this year." 



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5-QUESTION GO/NO-GO TEMPLATE


Use this listing of questions and scoring criteria to inform your decision-making process. Give each question an answer: **YES** (+1) or **NO** (0).

CRITERIA AND SCORING

01. Were you trending this project before the RFP was issued? YES +1 NO 0
02. Do you have a positive existing client relationship? YES +1 NO 0
03. Do you have sufficient time and resources to actually complete the pursuit process? YES +1 NO 0
04. Do you have at least 2 recent, relevant projects to feature? YES +1 NO 0
05. What is the anticipated close month? 12/2021 1/2022 2/2022 3/2022 4/2022 5/2022 6/2022 7/2022 8/2022 9/2022 10/2022 11/2022

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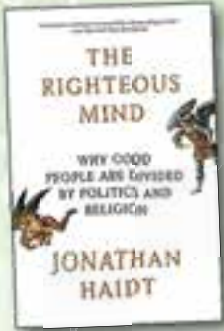
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What We Are Reading Now



The Righteous Mind: Why Good People Are Divided by Politics and Religion, by Jonathan Haidt

In our very small COVID pods the news coverage spews ever more bizarre accounts full of accusations for the “other side.” The “other side” seems insane, they seem to not think for themselves, or possibly they have lost their moral compass?

In *The Righteous Mind: Why Good People Are Divided by Politics and Religion* by Jonathan Haidt, a social psychologist at the University of Virginia, he argues that “people are fundamentally intuitive, not rational.” William Saletan of *The New York Times* describes Haidt’s stance. “If you want to persuade others, you have to appeal to their sentiments. But Haidt is looking for more than victory. He’s looking for wisdom. That’s what makes *The Righteous Mind* well worth reading. Politics isn’t just about manipulating people who disagree with you. It’s about learning from them.”

Overall the book seeks to answer the question people often ask about politics: Why doesn’t the other side listen to reason? The answer is that people were never designed to “listen to reason”; in fact, study participants’ responses and brain activation patterns indicate that we come to our conclusions quickly and come up with reasons to justify our answers like a press secretary. This does not mean that there is no morality, more that it appears to be second nature, and upon intense questioning people of all backgrounds had trouble explaining why something was either wrong or right despite their utmost conviction.

Besides having more pleasant Thanksgivings with your family, how do we think that this book will assist you as a public works professional? Often we

explain the challenges and advantages of a community project solely on their perceived merits. But as logical and rational as a chart of pros and cons might be, this book helps demonstrate that logic isn’t necessarily why decisions get made. As the champions for needed community projects this book can expand our ability to understand and communicate with the those of differing viewpoints.

BOOK SYNOPSIS

The bestseller that challenges conventional thinking about morality, politics, and religion in a way that speaks to conservatives and liberals alike – a “landmark contribution to humanity’s understanding of itself” (*The New York Times Book Review*).

Drawing on his 25 years of groundbreaking research on moral psychology, social psychologist Jonathan Haidt shows how moral judgments arise not from reason but from gut feelings. He shows why liberals, conservatives, and libertarians have such different intuitions about right and wrong, and he shows why each side is actually right about many of its central concerns.

In this subtle yet accessible book, Haidt gives you the key to understanding the miracle of human cooperation, as well as the curse of our eternal divisions and conflicts. If you’re ready to trade in anger for understanding, read *The Righteous Mind*. ▀



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Emergency Planning & Management



Emergency management in Washington State is authorized by the laws contained in the Chapter 38.52 RCW. Washington state law requires all cities, towns, and counties to adopt and update comprehensive emergency management plans (CEMPs) and participate in emergency planning and disaster preparedness activities. The following are some questions MRSC has received regarding emergency planning and management.

Q: Can a mayor declare an emergency without the city council approval?

A: Cities, towns, counties and other local governments are authorized and directed by RCW 38.52.070 to formally plan for emergencies, and under state law, both the mayor and the city council have the authority to declare an emergency. RCW 38.52.010(8) defines “executive head” as follows:

(8) “Executive head” and “executive heads” means the county executive in those charter counties with an elective office of county executive, however designated, and, in the case of other counties, the county legislative authority. In the case of cities and towns, it means the mayor in those cities and towns with mayor-council or commission forms of government, where the mayor is directly elected, and it means the city manager in those cities and towns with council manager forms of government. Cities and towns may also designate an executive head for the purposes of this chapter by ordinance.

While the mayor can declare an emergency without council ratification, council agreement that there is an emergency may be required to take the all the necessary steps to respond effectively

to the emergency. Some of the key provisions of state law are:

- Chapter 38.52 RCW, or the Washington Emergency Management Act – Describes emergency powers.
- RCW 38.52.070 and chapter 118-30 WAC require each “political subdivision” (defined as any city, town, or county) to establish, by ordinance or resolution, a local emergency management organization or to be a member of a joint local emergency management organization in accordance with the state comprehensive emergency management plan and program.
- RCW 42.30.080(4) – Allows a governing body to call a special meeting to address an emergency.
- RCW 39.04.280(2)(b) – Allows the local government to waive competitive bidding requirements and award all necessary contracts to address the emergency once an emergency has been declared.

Every local government in the state is supposed to prepare a plan (i.e., CEMP) that sets out the duties and authority of city or town officials and employees in the event of an emergency. Unless the plan sets out specific duties for the mayor in the event of an emergency, the mayor’s authority would be the same as the plan provides for the other councilmembers.

Q: Is there specific statutory authorization for a city to commandeer private property to deal with an emergency?

A: Yes. RCW 38.52.010 does specifically authorize a local government to command the services and equipment of private citizens as needed to combat an emergency after the governor has proclaimed a disaster. This is the language in RCW 38.52.010(2):

(2) The governor, the chief executive of counties, cities and towns and the emergency management directors of local political subdivisions appointed in accordance with this chapter, in the event of a disaster, after proclamation by the governor of the existence of such disaster, shall have the power to command the service and equipment of as many citizens as considered necessary in the light of the disaster proclaimed: PROVIDED, That citizens so commandeered shall be entitled during the period of such service to all privileges, benefits and immunities as are provided by this chapter and federal and state emergency management regulations for registered emergency workers. There likely is some inherent authority also in extreme situations to do what is necessary to protect life and property. Also, the local CEMP adopted by each jurisdiction may contain some additional authorization.

Q: What emergency management training is mandatory for county commissioners?

A: There is no state law mandating emergency management training sessions for county commissioners, but your county CEMP may have adopted a local training requirement or may be part of a regional plan that calls for county commissioners to receive certain types of training.

Q: Must our county supply all of its departments with disaster planning kits or is it up to the individual departments to assemble these?

A: MRSC has not been able to find such a requirement in state law that a county (or other government agency) provide disaster relief kits; however, WAC 296-800-15020 requires employers

to provide first aid kits to employees and RCW 38.52 requires political subdivisions of the state (e.g., cities, counties, etc.) to prepare emergency management plans. Since the county should have a CEMP, this document might address whether or not the county requires its departments have disaster kits or if a particular division is to supply these kits to all departments.

Q: Is there a recommended amount of petty cash funds that the state mandates or suggests should maintain for use in the case of an emergency or natural disaster?

A: There is no statutory requirements or guidance for petty cash funds that would be specifically associated with “emergency management” situations. If your agency’s CEMP includes a “petty cash” component, then the agency will need to adopt the appropriate resolution to create and additionally establish appropriate internal controls to manage such a fund.

Q: Our city is closing several facilities, including city hall, due to heavy snowfall. Is a declaration of emergency a prerequisite for doing so?

A: Emergencies are usually declared when a local government does not have the money or resources to handle the situation on its own or when it needs to impose temporary restrictions or regulations in response to the emergency. Closing city facilities due to inclement weather does not require a declaration of emergency.

The city’s CEMP should include proper procedures to follow should it decide an emergency declaration is warranted. The decision of whether the situation warrants a declaration of emergency would typically be made by the chief executive or the legislative body, but ideally would be supported by both. ▀



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Good in All Seasons:

Fargo Finds a Cold Weather Manhole Riser That Works

By Angus W. Stocking, L.S.

It all comes down to the fact that if manholes are just a little too low or a little too high, the traveling public hates them – everyone wants smooth roads! So says Lee Anderson, public works supervisor in Fargo, North Dakota. He adds, “But of course, we live in the snow belt, and the freezing and the snowplowing are hard on manholes and streets – it took us a while to find a manhole riser solution that stands up to conditions here.”

In Fargo, the Public Works Department doesn't take on major road rehabilitation projects – that's the role of the Engineering Department. “Our role is more maintenance and ‘cosmetic,’” Anderson explains. “Basically, we do the light paving and patching that's needed to keep streets going for a few years before major work is done.” Accordingly, it doesn't make economic sense to tear out utility frames and rebuild manholes for most projects. But, manholes do need to be flush with new asphalt

surfaces. If they're just a bit low, water collects in the depressed area, and freeze/thaw cycles can do a lot of damage to new pavement in just one winter. And if manhole lids end up raised above the roadway surface, even a little bit, snowplow blades can catch their edges and actually rip them out. It's a problem.

So, in the 1990s, Fargo experimented with a few different styles of manhole risers. Most had some issues, usually related to the cold. Cast iron risers, for example, weren't sturdy enough. “We tried iron



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risers, and they're quite easy to use – you can just set them in place," says Anderson. "But if they're just a little bit high, snowplows will catch the edge and flip them out, which usually destroyed the whole manhole." Fargo also tried rubber risers and adjustment rings, about which Anderson says, "They sure looked nice in June, although they're a little labor-intensive to install. But in winter, they really fail. They don't seal well in cold weather, and they stuck to manhole lids; pulling a lid in winter involved sledges and a lot of work. In my opinion, the rubber rings are not a cold weather solution."

Happily, Fargo did find an effective riser; since the 1990s, the Public Works Department has been installing 15 to 50 Pivoted Turnbuckle Manhole Risers annually. Made by American Highway Products, these risers are manufactured of sturdy galvanized steel and are adjustable. They're lightweight and are easy to set into old rims before or after a new paving lift. Then, a screwdriver is used to turn the turnbuckle, exerting thousands of pounds of force that seat the riser securely, even in old rims that are worn or out of round. Also, American Highway Products risers are available in fine increments, and can



be adjusted slightly vertically, so setting a lid flush to newly paved surfaces is a quick and exact process.

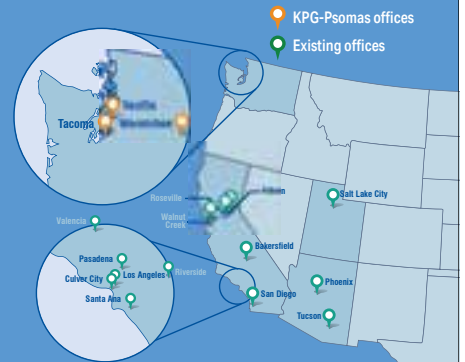
"We really like the turnbuckle style riser, they're our tool of choice for this chore," says Anderson. "They're simple to install, cost-effective, and the height adjustments

work really well for us. It's very unusual to lose one to a snowplow. This style of riser really is a cold weather solution!"

Angus W. Stocking, L.S., is a licensed land surveyor who has been writing about infrastructure full time since 2002. ▀



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International Public Works Professionals Select **TOP FIVE TRENDING TECHNOLOGIES** for 2022

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Kansas City, MO – January 11, 2022 – After tallying over 1,000 votes from public works professionals internationally, the American Public Works Association (APWA) has announced its Top Five Trending Technologies for 2022.

APWA's Top Trending Technologies highlights trending technologies with practical applications designed to aid public works professionals delivering essential services to communities of all sizes, and to meet the needs of various populations. A technology is considered trending due to its projected impact on public works across all departments, and at all levels.

"Each year APWA spotlights the best in trending technologies, chosen by public works professionals worldwide. APWA highlights these trends in its role as the voice of public works professionals. It is always exciting to see which technologies are being used by the profession," said APWA Chief Executive Officer (CEO) Scott D. Grayson, CAE.

The 2022 Top Five Trending Technologies are:

- **Asset Management** – Integrated data collection allows for more proactive asset management, leading to better planning and tracking, which enhances efficiency and reduces costs.
- **Geographic Information Systems (GIS)** – GIS continues to show up as a top trending technology with its ability to intersect with other trending technologies, allowing for mapping,

spatial functionality, and asset management.

- **SMART Technologies** – These technologies identify and interconnect public assets managing the data to improve efficiencies, enhance safety and enable cost savings.
- **Intelligent Transportation Systems** – Actuated intersections, managed lanes, and alternate route management are a few of the things now in use to facilitate traffic flow. Using ITS to monitor traffic reduces commuter frustration by shortening travel times.
- **Fleet Electrification** – Climate protection and cost savings lead the way in the push toward fleet electrification. Reduced maintenance costs are expected as well as EV fleets become more common.

"Rapid technological developments can improve asset management and safety for public works professionals, resulting in efficiencies and cost savings for public works agencies. In APWA's role as the premier technical and educational resource for public works professionals, keeping an eye on trending technologies allows our members to better fulfill their missions," said APWA President Stan Brown.

"Whether it's improving traffic flow, or developing an electric fleet, public works professionals are continuously improving the lives of the people they serve."

APWA uses the Top Five Trending Technologies in developing programs such

as *Click, Listen & Learn* webinars, APWA Reporter articles, and comprehensive, high-quality education resources. APWA created the "Top Five Tech" logo to identify APWA Reporter articles, *Click, Listen & Learn* webinars, and APWA Public Works Expo (PWX)/PWX@Home and Snow Conference education sessions. PWX exhibitors can also use the logo on PWX marketing material to customers, including on their booth and in presentations.

Each year, contenders are selected based on the anticipated impact on the public sector – across all departments and at all levels. Those 16 trending technologies then go toe-to-toe in a bracket challenge, where APWA opens the voting up to public works professionals around the world.

For more information about the Top Five Trending Technologies for 2022, please contact APWA Education Manager Rita Cassida at rcassida@apwa.net, or by phone at (816) 595-5222.

For additional information about APWA, please contact Jared Shilhanek, APWA Marketing & Communications Director at jshilhanek@apwa.net, or by phone at (816) 595-5257.

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The New **O**strowski's Outlook 32

Several years ago, a friend pointed out that there is a disconnect between the good management hype you find in all the good books and training classes, and what really happens in the workplace. Even though he's worked at variety of agencies in several cities, he's only had one supervisor who ever came close to practicing even 80% of the principles laid out in most good management books and classes.

The key good management characteristics my friend often sees missing are:

- Caring for employees. Most of his prior supervisors made it clear that their main focus was on keeping their boss happy, no matter what it took.
- Treating employees with respect. He had had two supervisors who openly insulted employees.
- Making employees a part of the process. This, he observed, was rarely done, or at least rarely done with any sincerity.

He also observed that the majority of these workplaces lacked an effective employee evaluation system.

Over 40 years ago, Robert Townsend wrote a book called *Up the Organization: How to Stop the Corporation from Stifling People and Strangling Profits*. The appendix contained a 10-question quiz that allowed a reader to rate their boss. If a boss rated less than 50 points, the book advised the reader to get a new boss. Based on my friend's experience, several of his former supervisors would probably fall on the 50 points or less scale. So why do supervisors keep doing things this way if it's been known for so long that it doesn't work?

One answer is that sometimes it does work – being a real jerk works in certain situations, but it's not necessary. People who don't know any better follow this model because they think that the Townsend model is too wishy-washy. Groups of people who don't know any

“Bosses who think that being a tough manager means being a good manager will hire tough managers and reward them for being tough.”

better are elected officials. Being a good manager isn't a qualification for office, but neither is knowing how to motivate public employees. Therefore, bosses who think that being a tough manager means being a good manager will hire tough managers and reward them for being tough. When

there's an employee uprising, they will fire the tough manager and hire a "nice" manager to mend fences with employees, but then eventually replace this "nice" manager with a tough manager to get things back "under control," and the cycle repeats itself.

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There are other reasons for this phenomenon, but I'll let you supply those.

So, what do those of us who experience this type of working environment do about it? There are a number of things I can suggest, and maybe you can think of a few others. One of my first suggestions is that supervisors who manage this way don't know much about human behavior, and therefore, are more easy to manipulate. These types of supervisors are insecure – all bullies are – but employees should not treat them like bullies, however. Finding someone bigger and stronger to beat them up in the schoolyard has some nasty legal repercussions.

In contrast, some supervisors aren't bullies but they are insecure. Dealing with their insecurities and trying to eliminate these with respect to your own needs can help. Just being aware that they don't like to be placed in situations where they'll have to defend themselves can help.

I once worked for an elected official who berated me up one side and down the other on my way to an interview for the public works director's job. Being hired as the director would have resulted in my reporting directly to her, and while I didn't get that job, I've often wondered if I subconsciously decided to sabotage the interview so I wouldn't have to work for her. As it turned out, I had to deal with her

“Now would be a good time to let me know you still want to read and perhaps contribute to future articles.”

anyway and took what I learned in that encounter to make it easier to work with her and to achieve what I was trying to do. I had some particularly good ideas that she adopted as her own once it was clear that she could take credit for them.

Some people have suggested that in their experience, engineers don't make the best managers. You may ask why I blurted that out. It's because many of my readers are engineers – and many are also good managers. But most engineers have a talent for turning problems into solutions in the built world. They got into engineering because they like to tinker and they like to build stuff. The classic engineer isn't a people-person. Therefore, they are less likely to be the kind of boss who spends a lot of time learning about their employees and what makes each person tick. They'd rather deal with stuff than with people, which means that engineers are more likely to have fewer people skills than their non-engineer coworkers.

If you're an engineer and you're upset by the last paragraph, don't be. It's just the way it is, and you are just the way you are. What's important is that you find a way to use your talents to best effect. That might mean that you shouldn't be a manager. Or it might mean that you shouldn't be an engineer. What's important isn't what you shouldn't be; it's what you should be.

This is also applies to non-engineers. Non-engineers aren't automatically good public works managers. If they don't understand people and they don't know the right questions to ask their engineers, they'll be material for another bad boss article.

Remember that you can have your views printed with future articles by sending me an email at ostrowj@pacifier.com and I'll put you on the mailing list for advance copies of future Outlooks. In case you thought you were on the list but haven't been getting advance copies, perhaps I don't have your current email address. Now would be a good time to let me know you still want to read and perhaps contribute to future articles.

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Reader Responses

Bob Moorhead, P.E., Retired *(and now less concerned about those details)*

About 40 years ago when I was working for a major consulting engineering firm in northern Idaho, I was seen as doing pretty well as a project engineer/project manager. With my potential with the firm in mind, I was sent to Seattle for a three-day course offered by the Battelle Institute called "The Engineer as Manager." The consultant had experienced challenges when productive engineers had been promoted into management roles and did not do too well (sort of like your fables, along the same lines). In my case, the training never got put to use with the consultant, because 18 months later the branch office was closed, and I was laid off. Might the powers that be (managers?) at the home office been lacking in employee empathy or some of those other people skills they had tried to instill in me?

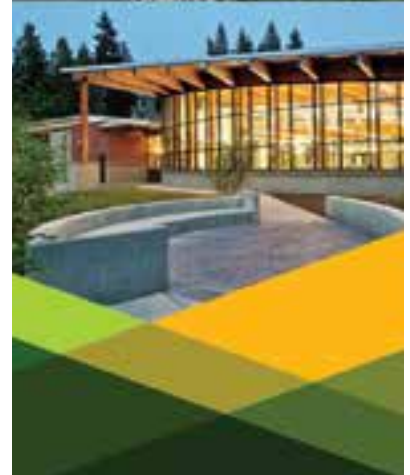
For me, there have always been blurry lines among what makes a good "manager," "supervisor," and "administrator." Perhaps those titles involve/require "people skills" at different levels of expertise.

Pete Butkus

Regarding disconnects between long-time knowledge transfer of desired actions or traits and "what is really happening," I offer the following:

- Your friend may very well be right (extrapolating to all situations) that few bosses come close to practicing 80% of the principles laid out in most good management books and classes. Upon reflection, this seems like a fairly good percentage and maybe the new "standard for excellence" should be making the 80th achievement percentile in the many "good management" standards.
- I agree, from observation (43 years in the workforce and roughly 10 years as a consultant afterwards) with the four specific identified shortcomings as the key missing characteristics that are often observed.
- You suggested that with a higher level of knowledge, one can manipulate a supervisor. I would not have been quite so blunt, but your point is noted.
- As an alternative, I suggest that for those working with elected officials that they get clear direction, to the extent of asking the governing body what "success" looks like with the new or re-emphasized policy direction. Keeping in mind that the budget is the ultimate policy statement. Getting (manipulating, to use your term) the governing body into coming to some agreement on what it is they really want to see is important to future management success and... your happiness.
- By a similar token, if you have a single boss, asking what success looks like regarding a specific assignment is equally important.
- Once you get agreement/know what success is defined as and will be measured by, then you have a much better chance of meeting their wants and needs. I even go as far as to encourage that the success statement be incorporated in some documents, be it minutes, an email, or a paper dealing with the policy or management issue at hand.
- If we only knew then (say, 50 years ago) what we know or have access to now. Sigh.

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Reader Responses

Larry Southwick

Your article reminded me of a comment a colleague said many years ago. Dan Evans was either running for governor or was already governor, but it was around 1967–68. He said that we never shouldn't elect an engineer to a political job – leave that to the real politicians. And obviously I've heard many times that engineers aren't good people managers. I never quite got to be 'director,' partly along those lines – a good project and engineering manager but not good enough at managing the political side of things. Then I think of you and many other great PW managers who were also great political managers, and good work you all did for your cities.

Michael Ronda

I wish there were more ways to deal with bad managers than just trying to figure out how to keep their insecurities from hurting the team. I find it disheartening that so many bad managers are able to use their position of power to hold on to a good salary while putting their subordinates in risky positions and on questionable moral ground. I wish I could believe that this is all self-correcting eventually, but personal experience has shown me exactly the opposite. In general, the best managers in public works tend to be short-lived and the truly ruthless ones tend to stick around for a while.

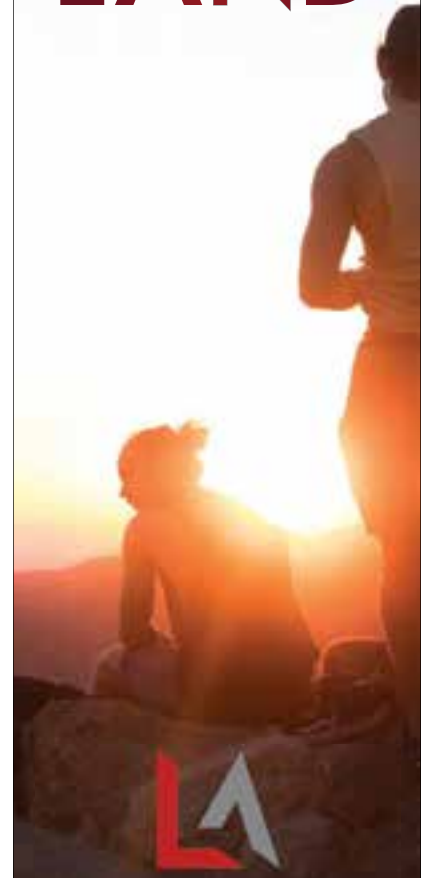
As an employee that has spent a good part of his career in the public sector it's hard to watch the pattern repeated that good people are broken by bad managers until they no longer offer much value to the organization because they are too afraid to do the right thing for fear that someone will punish them for it. It leads to the attitude that "we do it this way because that is what we have to do to keep our job," instead of "how could we do this to better fulfill our duty to the public we serve?"

One of the other problems I've noted in most public sector managers is a general risk aversion that leads to systems that try to eliminate all risk rather than balancing risk vs. reward. The private sector tends to have more flexibility to provide rewards for taking appropriate risk (and sometimes rewards for taking inappropriate risk as well). It's another truism that this is "just is the way it is." I wish there were more risk-tolerant managers in public works, but that particular skillset seems to be few and far between. ■



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