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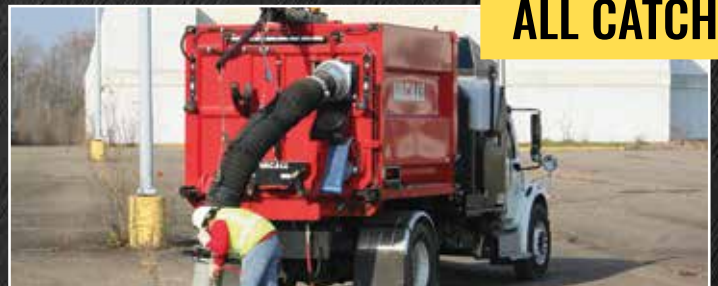
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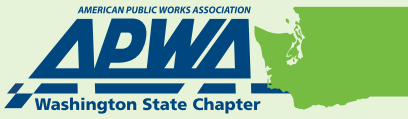
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Cover photo: National Project of the Year
 Winner: Fairview Ave. N. Bridge Replacement.



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Scott Sawyer, 2022 Chapter President



Taking a Moment to Be Thankful

Welcome to the summer! As I open this message, it is hard to grasp that summer has arrived. Didn't we just pop champagne for New Year's Eve?! The years seem to click by in warp speed. Perhaps that helps explain our consistently late-arriving summers in the Pacific Northwest – our region's small gesture to help us slow down the clock... a reminder to pause here and there and count our blessings. Hopefully, as you read this, you are doing just that – creating a quiet moment and whispering words of thanks to yourself.

Highlights from the Spring Conference

I am thankful for all of you who joined us at the Spring Conference and made our gathering in Vancouver a great success! I'm thankful for the generous financial support of our sponsors, especially Platinum Sponsor, PBS. Thank you to our dozens of exhibitors. Thank you to our speakers. And a very special thanks to the tireless volunteers who run the conference like clockwork!

This spring we had 342 registered attendees and 86 exhibitors. These numbers are close to our historic spring numbers and a great sign that we continue to emerge from the isolation of COVID.

Rising to the challenge from my Spring President's Message to purposefully bring younger members into our organization, the Emerging Professionals Committee did a wonderful job of planning a technical track dedicated to topics relevant to our newer professionals. And they did it on short notice. Thank you to Alyssa Ardourel and Brenna Harrington. Well done!

We had a great awards night that kicked off with hypnotist Ricky Kalmon and a memorable rendition of the iconic Lion King song, *Circle of Life*. Will any of us ever watch that movie the same again? Our charming hosts, Tina Nelson and

Kirk Holmes, recognized eight projects for excellence across five categories. I am very pleased to share that three of these projects went on to win National Awards! Congratulations to the following projects:

- **Thurston County Public Works for the Albany Stormwater Pond** in the Environment, less than \$5M category.
- **City of Bellevue for the Mountains to Sound Greenway Trail at I-405 to 132nd Ave SE**, in the Transportation, \$5M–25M category.
- **City of Seattle for the Fairview Avenue North Bridge** in the Transportation, \$25M–75M category.

We also recognized the special achievement of Toby Rickman as the winner of an APWA National Top Ten Public Works Leader. I am so happy to see Toby celebrated by his community and colleagues for his many, many years of service to public works. Toby will receive his special award late this summer at PWX in Charlotte. Come join us in Charlotte and support Toby!



Lastly, we enjoyed inspiring words from our keynote speaker, Robin Benincasa.

I thought Robin's message fit perfectly with our 2022 theme of celebrating **One Chapter, One Community**. Thanks to Linda Ayala for finding Robin and making it happen! Robin shared her amazing story and left us with powerful reminders we can apply to our work as we serve our communities and each other.

- **Change** – it always happens... improvise, adapt, and overcome
- **Teamwork** – teams beat individuals... leverage your best team, not your best individuals
- Leave **egos** at the door
- **GUTS** (Go the distance, Unwavering patience, Take calculated risks, Shatter norms) – courage starts where the fun ends... how will you respond when it gets hard?
- **Progress** over perfection
- **Dare mighty things...** from **Man in the Arena**, Teddy Roosevelt
- Set an **Audacious Goal** for yourself in 2022



For those who missed it, you can find slides from her speech here – <http://washington.apwa.net/PageDetails/10610>.

I hope you all have a fabulous summer. Remember to pause and be thankful. Maybe even send me an email to share what you are thankful for. And when you send me an email, let me know what you set as your audacious goal for 2022! Sharing is a powerful accountability tool.

Thank you all for making APWA Washington special. **One Chapter, One Community.** ■

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

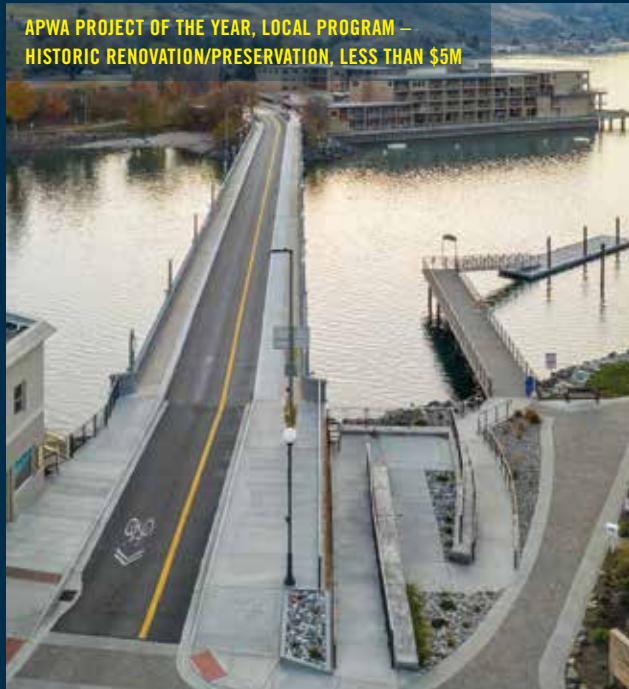
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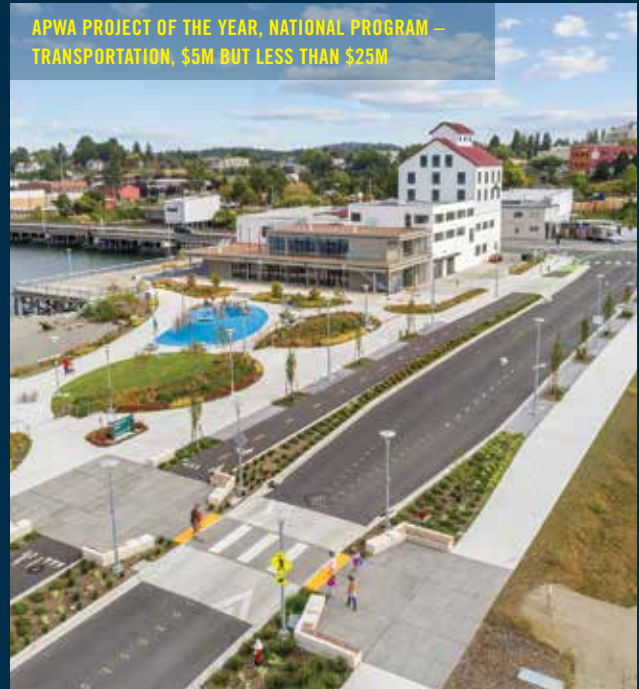
Woodin Avenue Bridge, Chelan

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



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



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Adam Hiatt, Engineer I,
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Engr. Mgr., City of Wenatchee

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Three Recognized as Lifetime Members of APWA

On April 13, during the Chapter’s spring conference luncheon, Noel Miller, Mark Cole, and Cary Roe were recognized as lifetime APWA members. Noel Miller graciously shared about his distinguished career below; for more about Noel, use the QR code to access the Public Works Podcast by Joseph Blackman.



NOEL MILLER, P.E.



How did you start your career?

I received a bachelor’s degree in civil engineering from the University of Idaho in 1976, and as a student, I worked as an engineering intern for the City

of Moscow Public Works Department. After school I was hired on at URS engineering consultants on a City of Aberdeen wastewater improvement project. In addition to learning how to design the pipes and pumps, I learned how to make adjustments to the initial design based on real-life field conditions.

What are you most proud of in your career?

I am extremely proud of my 22 years with the City of Edmonds. I was hired in 1988, and, three years later, promoted to Public Works Superintendent. One of my responsibilities was the design and construction of a new Public Works Operations and Maintenance facility. This project was successful on many levels: The facility was featured in the *Seattle Daily Journal of Commerce*, and the work unified my team, creating levels of cooperation and trust that positively impacted our day-to-day work thereafter. Eventually I was promoted to the Public Works Director and held this position for 13 years before retiring.

Who were people that positively impacted your career?

There are many people that had a positive impact on my career: supervisors, colleagues, staff, elected officials, and APWA members. I served under four city

mayors, and they were all very supportive of me and the skills that I brought. I was also very proud of the entire Edmonds public works team that did the challenging and continual work of effectively managing capital projects and keeping the city’s infrastructure operating 24/7.

Working at an MBE consulting firm where the partners and many staff were from Asia, the Middle East, and Eastern Europe was also an influential experience in that it gave me a much broader perspective about ethnic diversity. There I had a chance to mentee a young woman whose family were refugees from Vietnam. She eventually earned a civil engineering degree is now a successful county-based transportation projects manager.



“Sometimes even life-changing surprises come your way in the field of public works.”

How has being a longstanding part of APWA made a difference to your career?

When attending my first APWA-WA conference in 1991, a long-time member took me under his wing and introduced me to my counterparts. Since then, I have appreciated the many opportunities I’ve had to meet, network, and collaborate with the many outstanding APWA professionals. One such member became my life partner, so sometimes even life-changing surprises come your way in the field of public works.

Are you still involved with APWA and public works since your retirement?

Yes, I have been serving as the chair of an 11-member panel for the City of Seattle Public Utilities (SPU) for the past eight years. This panel provides feedback to the elected

officials and SPU management and helps to monitor the agency’s strategic business plan.

I believe public works goes hand in hand with sustaining this planet. Climate change is a reality, and we all need to be involved in ways to mitigate and reduce its cause and impacts. I encourage other APWA members to serve on a board, be a mentor, get involved with local public works issues, and collaborate on solutions. Be curious and open to new ideas, become involved in a cause that will help subsequent generations, and advocate for diversity and inclusion in our industry. Because of our experience, we are the best suited to inform our fellow citizens and elected officials of the need to find reasonable and equitable ways to provide funding for our public works programs. ■



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Toby Rickman Wins Top Ten Award



Toby Rickman, left, at the 2022 Spring Conference.

Toby Rickman, former WA Chapter President, was awarded one of the prestigious Top Ten 2022 awards given out nationally by APWA. As our WA Chapter nominee, we are proud that he could be recognized with the only nine other individual leaders nationwide, whose excellence in public works earns them the distinction of the Top Ten Public Works Leaders of the Year. The honorees are awarded this recognition for their professionalism, expertise, and personal dedication to improving the quality of life in their communities through the advancement of public works services and technology. The award will be formally presented at the next PWX taking place August 28–31 in Charlotte, NC.

About Toby Rickman, WA Chapter Top Ten Award Recipient

Toby has dedicated his career to advancing public works and creating safer communities for everyone in Washington State. Known for delving deep into data, Toby uses technology and information to formulate big ideas and bring new and innovative methods to public works. This is especially true in asset management, where his involvement with a number of high-profile and pivotal initiatives have resulted in saved lives and financial savings. From roadside assistance vehicles to forward-thinking large-scale infrastructure projects to a singular idea that there could be zero roadway fatalities on Washington roads, Toby's work has deeply impacted the lives of all Washingtonians.

When Toby developed the blueprint for what is now the Target Zero program he had no idea that his mission to create a safer driving environment with zero roadway deaths would spread nationwide, but he could see

clearly in the data that zero highway fatalities was a possibility worth striving toward. His vision has now reached the highest levels of infrastructure thinking and resulted in it being included in the most recent infrastructure bills in Congress this year. Toby is a true innovator who constantly seeks to better our public works industry and our communities.

With a career that includes a published research paper in the *Transportation Research Record*, national presentations on Asset Management, a stint as the State Traffic Engineer, and multiple awards for his innovative solutions to transportation problems and transportation communications, Toby has led the way for years. He has long been a mentor to countless public works professionals across the state of Washington and beyond. The passion and skill Toby has demonstrated in his work has inspired and encouraged many Washington Chapter members over the years

as well as his service both at the national and chapter levels. His freely given wisdom and mentorship to committees, the Board, and individual members is commended as we congratulate Toby on his much-deserved win.

"He continuously creates innovative solutions and sets high standards for himself, which sets a great example as a leader. Most notable, he believes, supports, and encourages professional development because he sees potential in everyone."

– Sandra Pedigo-Marshall,
Pierce County Public Works
Strategic Business Manager, Retired

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BY THE NUMBERS

In terms of participation, the APWA-WA conferences are at 85% of their attendance numbers for 2019 and are expected to be even higher in the fall of 2022.

342

ATTENDEES

86

EXHIBITORS

78

SPEAKERS

32

SESSIONS

8

CHAPTER PROJECT OF THE YEAR WINNERS

3

NATIONAL PROJECT OF THE YEAR WINNERS

1

NATIONAL TOP TEN AWARD WINNER

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2022 SPRING CONFERENCE BY THE NUMBERS RECAP

On April 13 and 14, attendees gathered for the WA Chapter Spring Conference held at the Vancouver Hilton in Vancouver, Washington. There was a palatable sense of renewed energy as many members rejoined for the first time, having not being able to attend the 2021 Fall Conference. In addition to the renewed connections, the conference offered robust educational sessions including a new pilot Emerging Professionals track helmed by EP Committee. The Blood Drive, also organized by the Emerging Professionals Committee, made a return in virtual format, kicking off at the conference and running through June 19.

Golf suffered a set-back when the tournament had to be cancelled due to snow; however, our golf sponsors allowed their green fees and raffle prizes to be used to raise more than \$6,000 for APWA scholarships. Scholarship sponsors included: SCJ Alliance, Perteet, LMK Technologies, KPG PSOMAS, KBA, BHC Consultants, Austin Jordan, Tensar, KPFF, Alderwood Water and Wastewater District, Neenah Enterprises, WSP, Landau, KPFF, Shannon and Wilson, and the City of Monroe.





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The PROJECT OF THE YEAR Awards

BY BETHANY MAINES

The 2022 Project of the Year Awards, coveted awards for public works excellence, were handed out this year at the Chapter's Spring Conference, on Thursday, April 14, 2022 at the Hilton in Vancouver, WA. The ceremony, with Kirk Holmes and Tina Nelson as hosts, was a welcome return to an in-person celebration. Eight awards were handed out in five categories – Emergency, Historical, Structural, Environment, and Transportation. Each category can have up to three different winners based on project budget size.

Three of the Washington Chapter award winners also snagged three of the 22 National APWA Project of the Year awards. The national awards will be presented in September during the APWA National Conference, PWX, in Seattle, WA.

"The Chapter was thrilled to have our members and projects from across the spectrum of public works recognized with highest honors," said Tina Nelson, APWA-WA Award Committee Chair.

NATIONAL & CHAPTER AWARD WINNERS:

Thurston County Public Works for the Albany Stormwater Pond in the Environment, less than \$5M category.

City of Bellevue for the Mountains to Sound Greenway Trail at I-405 to 132nd Ave SE, in the Transportation, \$5M–25M category.

City of Seattle for the Fairview Avenue North Bridge in the Transportation, \$25M–75M category.



To view the winning submittals, visit

<http://washington.apwa.net/PageDetails/10593>.

CHAPTER AWARD WINNERS:

Lewis County Public Works for the Newaukum Valley Road Bank in the Emergency, less than \$5M category.

Island County for the Camano Administration Building, in the Structures, \$5M–25M category.

City of Camas for NE Lake Road & SE Everett Street (SR 500) Intersection Improvements, in the Transportation, less than \$5M category.

City of Richland for the Duportail Bridge Project, in the Transportation, \$25M–75M category.

Pierce County Parks & Recreation for the Frederickson Community Center in the Historical \$5M–25M category.

Environment | Less than \$5M

ALBANY STORMWATER POND

Thurston County, Pivetta Brothers Construction Inc., Herrera Environmental Consultants



Photo credit: Thurston County

Faced with ongoing issues with post-storm standing water in Rochester, WA, Thurston County collaborated with community members to develop stormwater solutions that would improve water quality treatment and provide the rural community with an amenity. A project website provided information to the public, collected information on neighborhood drainage problems, and obtained community input on two proposed concepts. Responses indicated the community's preference for "a natural

pond look," walking path, and a crosswalk. The final design, with a three-tier high amphitheater that was inspired by the shape of a fiddlehead fern, achieved the community goals and provides long-term streamflow improvement to the Black River.

The Albany Stormwater Pond achieved success in all metrics. Not only did it eliminate flooding at the location, it improved traffic safety on Albany/Littlerock roads with plantings that provided a visual indicator for drivers

approaching a hard-to-see curve, provided walking paths and access to a short nature walk for pedestrians, and installed pretreatment devices for stormwater entering the pond. The treated stormwater at the site will provide more than 10 acre-feet of water to the Black River each year. With a budget of \$1.2 million, and funding provided by the Washington State Department of Ecology for the improvement to the Black River watershed, the project was completed on time and \$400,000 under budget.

Transportation | \$5M–25M

MOUNTAINS TO SOUND GREENWAY TRAIL I-405 TO 132ND AVENUE SE

City of Bellevue, IMCO General Construction, David Evans and Associates, Inc.



The Mountains to Sound (MTS) Greenway Trail is an approximately 100-mile regional trail system that connects the Seattle waterfront with Central Washington. This important trail system is used by both pedestrians and cyclists for recreational and commuting purposes. Within Bellevue, there are significant gaps and barriers in the MTS Greenway Trail. The completion of the MTS Greenway Trail I-405 to 132nd Avenue SE Project fills in the first gap in this regional trail, allowing users to safely navigate through the I-90/I-405 interchange and highly congested Factoria area of Bellevue.

The project provided many improvements including 2,800 linear feet of paved multi-use

trail, a pedestrian bridge and tunnel, carefully decorated pile walls with a carved finish, and an additional lane on the I-90/Richards Road off-ramp. To minimize disruption to the public, work adjacent to the freeway ramps was required to be completed at night. To construct the new tunnel under the ramps of I-405 northbound and southbound to eastbound I-90, the ramps had to be closed for 54.5 hours over a weekend. The contractor completed the work in 47 hours. During this weekend closure, the contractor removed the ramp pavement, excavated approximately 3,200 cubic yards of material, placed the precast tunnel, and repaved and striped the I-405 to eastbound I-90 ramps.

Due to pandemic closures, the project was able to utilize the local AMC theater parking lot for parking and storage which significantly increased the efficiency and timeliness of the project. Just as the project anticipates a completed MTS Greenway Trail the design team also worked with WSDOT to provide a design that was forward-compatible with the upcoming I-405, Renton to Bellevue – Corridor Widening and Express Toll Lanes Design-Build Project. This new section of trail provides the next step in multi-modal use of the MTS Greenway Trail and sets the stage for others to follow.

Structures | \$25M–75M

FAIRVIEW AVENUE NORTH BRIDGE REPLACEMENT

City of Seattle, Orion Marine Contractors, Inc., Pertect Inc.



Photo credit: Jenkins Imaging, and Lori Castro

The new Fairview Avenue North Bridge, located just north of downtown Seattle along Lake Union, is a 540-foot-long pre-stressed concrete girder bridge built to replace two aging bridges dating back to 1948 – one of which was the last wooden pile supported bridge in Seattle. Nearly 9,000 vehicles a day use the bridge and over 185 buses. It is also the site of one of the few remaining public access points to Lake Union. The project included roadway reconstruction, rehabilitation and relocation of an existing floating walkway, relocation of impacted utilities, installation of stormwater conveyance with two new stormwater treatment vaults with outfalls to Lake Union, bank

stabilization, and extensive lakebed and shoreline cleanup and restoration. Similar to the old bridge, the new bridge provides two northbound lanes, one southbound lane, and facilities for pedestrians and bicyclists with several belvederes as lookouts towards Lake Union. The bridge was designed to accommodate future extension of the South Lake Union streetcar line to the north across the new bridge.

The project faced many challenges including two adjacent private development projects that required sometimes daily coordination, a detour route that went through the Fred Hutchinson (Fred Hutch) Cancer Research

Center and Seattle Cancer Care Alliance (SCCA) campus, and required strong communication and trust building, periodic environmental impact in-water snorkel checks, late to the project changes from King County Metro, a concrete labor strike that caused design changes, and, of course, the safety protocols of COVID-19. Through stellar communication, careful planning, ingenuity, and innovative solutions to complex problems the Fairview Avenue N. Bridge now carries vehicular traffic and pedestrians safely and Lake Union saw the removal of numerous derelict creosote piles, submerged debris, and rubble as well environmental restoration for an essential salmon habitat.

Emergency/Disaster | Less than \$5M

NEWAUKUM VALLEY ROAD BANK STABILIZATION

Lewis County Public Works, Tunista Construction, Northwest Hydraulic Consultants



Photo credit: Northwest Hydraulic Consultants

The Newaukum River at the project site features a sharp, 180-degree bend near the Newaukum Valley Road – a critical roadway for both the local community and emergency services. A storm in early 2020 produced high river levels, cutting off the natural bend in the river and resulting in increased velocity of these higher river flows. With nothing left to divert its higher velocity flow away from the crumbling road embankment, the river began to significantly erode the bank – creating an imminent danger to public safety and threatening failure of the roadway infrastructure.

NHC considered many different types of bank protection, but ultimately

bioengineered structures – log jacks – were chosen due to their ability to encourage natural processes that provide immediate enhancement of instream habitat for aquatic species and aid in long-term bank protection. As natural river processes continue, the log jacks can settle into the channel bed to provide bank protection even as channel conditions change.

With a near-vertical 30-foot tall embankment, environmental water-work restrictions, and concerns about road closures adding up to 10 minutes to emergency response times, NHC utilized several strategies to overcome the projects obstacles. NHC developed

log jacks that could be built on land and placed in the water using a crane from the top of the bank, thereby minimizing both construction costs and stream impacts. They also worked with a local family to lease land for log jack staging and assembling, minimizing road closure time. And by utilizing a bubble curtain they deterred aquatic species from entering the work area, and installation and removal resulted in minimal in-water disturbance. Through their strong planning and quick actions, the entire bank stabilization project was designed and constructed in less than seven months, from March to October 2021, with only 14 days of road closures.

Structures | \$5M–25M

CAMANO ADMINISTRATION BUILDING

Island County, Faber Construction, SHKS Architects



Photo credit: Ben Benschneider

On Camano Island, Island County operated an administration building at an existing industrial campus in the northern part of the island. The admin building, on “Old Camano Road Shop,” had provided nearly 50 years of public use, but wasn’t accessible or seismically safe. Nearby, the County’s Sheriff’s deputies began occupying a 1,000-square-foot modular building as a temporary answer to their need for additional space. The community’s Multi-Purpose Center was also beyond its useful life and needed rehabilitating. It was determined that a new building would allow Island County to combine its administrative offices, Sheriff’s offices, and public meeting space into a single, flexible

multi-use facility that improved access to numerous county services.

By the start of construction, the people of Camano Island were heavily invested and wanted to see their values and heritage reflected in the building. The building features locally sourced materials, and abundant daylighting to create a healthy and comfortable workplace. A long-span wood structure allows flexible planning for future growth and a new accessible parking area and related landscape improvements connect adjacent existing buildings to form a centralized civic campus. Jack Archibald, a local glass artist, even went so far as to offer a pro-bono custom art piece for

the north façade, which the design team promptly integrated into the building’s storefront details.

Throughout construction, community members followed the progress and visitors often stopped to get the latest updates (despite information and renderings being posted job site fence). However, phasing was a primary construction issue, since the existing Annex needed to remain fully operational while the new building was being constructed. Material supply delays, labor shortages (in an already tight labor market), and social-distancing requirements made the project challenging, but throughout construction there were no injuries or COVID-19 cases.



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Transportation | Less than \$5M

NE LAKE ROAD AND NE EVERETT STREET (SR 500) INTERSECTION IMPROVEMENTS

City of Camas, Clark and Sons Excavating, Inc., PBS Engineering and Environmental Inc.



Photo credit: PBS Engineering and Environmental



The intersection of NE Lake Road and NE Everett Street was a critical link between the north and south shore areas of Lacamas Lake, serving more than 15,000 vehicles daily and transporting up to four million tons of freight annually. But as regional growth increased, so did safety and mobility concerns. The selected design by PBS Engineering, a roundabout, provides a creative solution to a complex traffic capacity and safety problem, while simultaneously meeting the needs of

WSDOT, the City, commuters, park users, and bicyclists, as well as reducing vehicle idle time and exhaust emissions. The design was selected through extensive public outreach which informed the public on the functional differences between signalized and roundabout intersections. By using a strategic and focused public information program, the project team garnered strong community support for the project and developed project elements that reflected community values.

The roundabout was constructed under high-volume traffic, and the design team developed a detailed construction staging plan that allowed construction activities to have minimal interface with the traveling public. Traffic routing was clearly communicated with portable message boards and the roundabout was intentionally located outside the existing intersection area to remove conflicts between construction vehicles and the public. The project corridor was also constrained by publicly funded park lands, protected wetlands, and a chestnut tree of community significance. Public feedback resulted in a late modification to the intersection to be built around the beloved American Chestnut tree, thus, saving the tree. Many of the trees that were removed during construction were utilized in the park area as amenities. The project was completed on a fast-paced schedule and is one of the rare capital improvement projects where the public compliments towards the City have drastically outnumbered the complaints.

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Transportation | \$25M–75M

DUPORTAIL BRIDGE PROJECT

City of Richland, Apollo, Inc., WSP USA Inc.



Photo credit: City of Richland

The opening of the new four-lane Duportail Bridge marks the completion of a key piece of transportation infrastructure that has been highly anticipated by the community of Richland, Washington, for decades. The new bridge improved several important infrastructure services including reducing local traffic burden on State Route 240, creating traffic signalization, relocation/ replacement of critical utilities – including replacing the 70-year-old water line running partially under the Yakima River, improving emergency responder response times, and adding pedestrian and bicycle access. In addition, the project also involved a major irrigation canal reconstruction for the Columbia Irrigation District (CID).

Due to the location, the project faced significant challenges. All in-water work on the bridge needed to happen between July 1 to September 30 to accommodate environmental needs, but the CID irrigation canal could only be drained and shut down between October and March to accommodate agricultural needs. Aside from the phasing challenges, there was the physical challenge of construction – following subsurface geotechnical explorations it was deemed unsafe for a temporary (and typical) work bridge to be constructed. The project team brought in Lampson Crane, a renowned international provider of heavy

construction equipment specializing in modular “super” crane technology that happens to be headquartered approximately 12 miles downriver from the project site in Pasco. By using the Lampson Transi-Lift® 1100 heavy lift crawler crane to place the bridge girders, the team was able to accelerate the construction schedule and avoid using a work bridge.

During project construction, Apollo’s crews worked close to 100,000 manhours over the course of three years with only one recordable accident with no injuries. The Duportail Bridge Project was completed on time and more than \$4 million under budget.

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Historical | \$5M–25M

FREDERICKSON COMMUNITY CENTER

Pierce County Parks and Recreation, Pease Construction, SHKS Architects



Photo credit: Built Work Photography

Four-acre Cross Park in Fredrickson, WA is the area’s first park and in the first phase of development. Pierce County Parks and Recreation transformed the disused, but historic, 1920s-era Mayflower Dairy and Hay Barns into a community center, with a large a gathering space, meeting rooms, commercial kitchen, office, storage, and public restrooms. But reusing the barns was not a simple prospect. The project included removal, salvaging, abatement, restoration, and re-installation of the historic exterior wood siding.

Old barn wood generally endures because it was cut from old growth lumber, and because it can breathe on all sides due to a

lack of interior finishes. In spite of not having been painted in nearly 50 years, the sound condition of the 90+ year-old siding allowed for careful disassembly, paint removal, restoration, and reinstallation at a rate of over 85%. But in order to avoid chemical treatment or off-site transport of hazardous materials, the contractor created an isolation chamber in a Conex box, equipped with a special sanding machine connected to a HEPA vacuum containment system to prepare the thousands of feet of siding. The results were even better than anticipated, leaving a rich, weathered texture on the siding while effectively mitigating the hazardous materials

risk for workers, on the construction site, and for building occupants.

In addition to creating a new community amenity, the project also coordinated with environmental groups such as Forterra, local Garry Oak Prairie experts from Pacific Lutheran University, and the Puyallup Indian Tribe to mitigate impacts to the adjacent prairies. The project included new native plantings, bioswales, and the creation of walking trails and signage to prevent damage to the prairie ecosystem. The Fredrickson Community Center project placed the community at the heart of its development goals and the result is a true community center. ▀

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THE IMPORTANCE OF *Friendship at Work*

By Maria Serra and Mary Heather Ames

"Our friendship was like our writing in some ways. [...] Together we were a small society of ambition and high ideals."

— ANN PATCHETT

You may have heard the question, "Do you have a best friend at work?"

Where did this idea come from?

Gallup Employee Engagement covers 12 factors which fall under four categories or tiers. First, we have **basic needs**, which essentially means: I know what is expected of me and I have the tools that I need to do the

work correctly. Second, there are **individual needs** – like the opportunity to do what I do best and regular praise or recognition. Next, there are **teamwork needs**, such as, "Do my opinions count and does my supervisor seem to care about me as a person?" Finally, **growth needs** – such as, "Am I making progress, and am I learning?"

The factor of friendship falls into the third tier – teamwork. The idea of a best friend at work is one that many question as a trait of highly productive workgroups. It's not that we have problems with the work "friend," because many of us have friends at work. Instead, we get hung up

on the word "best" because it seems like that implies that there is only one.

Gallup figured out that the answer to the question of a best friend at work is a powerful tool in identifying successful workgroups. The strongest agreement indicated the most productive teams. But, interestingly enough, Gallup went back to the groups with modified questions omitting the word "best" or substituting with "close" or "good." When this was done, the question of friendship at work failed to differentiate between highly productive and mediocre workgroups. So, they concluded that the use of the word

“best” actually distinguishes a dynamic of great workgroups.

Great workgroups are defined by the following metrics:

- 43% more likely to report having received praise or recognition for their work in the last seven days.
- 37% more likely to report that someone at work encourages their development.
- 35% more likely to report coworker commitment to quality.
- 28% more likely to report that in the last six months, someone at work has talked to them about their progress.
- 27% more likely to report that the mission of their company makes them feel their job is important.
- 21% more likely to report that, at work, they have the opportunity to do what they do best every day.

“A social network is an organized set of people that consists of two kinds of elements: human beings and the connections between them.”

– NICHOLAS CHRISTAKIS & JAMES FOWLER

The pandemic and remote working

When we think about the pandemic and “lockdown” we think of loneliness and depression, but the truth for many of us is somewhere between full-on depression and thriving. This is called “languishing.” When we are languishing, it’s not an overt mental disorder with sleep or appetite disruptions, for example, but instead we lack joy, drive, and purpose.

Those who are languishing are at risk for developing depression, anxiety, or post-traumatic stress disorder. While things are “fine,” little things can tip us right over the edge.

Additionally, humans are social creatures by our very nature, but we can fall out of practice. Lack of interaction over prolonged periods of time makes us socially clumsy and awkward. Luckily, we just have to connect with others – we can practice our way out of the awkwardness and also move away from languishing toward thriving with each interaction.

“Motivation comes from working on things we care about. It also comes from working with people we care about.”

– SHERYL SANDBERG

Things to do as individuals to facilitate friendship:

- Communicate well and often
- Be a good listener
- Be consistent and dependable
- Remain positive in interactions
- Avoid gossip

Being inclusive, cooperative, and otherwise pleasant to be around makes you more likable.

We (the authors) had the privilege of working with an engineer named Al. Al set the tone in the office and encouraged all of our coworkers to be better. The best example of this was a weekly photo theme. Each week, Al would informally announce the theme to all of us and we were encouraged to share a photo that met the theme. I remember “clouds,” “pets,” and “streams” as examples. We scotch-taped photos on the back of a bookcase and it became a touchpoint and a spark for conversation.

Things to do as managers for your team


Managers have to meet the basic engagement needs of their employees before they begin focusing on the friendship factor. For example, if employees don’t know what’s expected of them or they don’t have the opportunity to do what they do best every day, the friendships formed at work are more likely to encourage complaining and venting. However, when basic engagement needs are met, friendships can take on a powerful dynamic in which casual, friendly banter turns into innovative discussions about how the team or organization can thrive.

- Promote open communication and collaboration
- Encourage people to get to know one another
- Promote and participate in social activities
- Model friendship

To improve engagement when working with remote staff, managers should:

1. Identify patterns and strengths
2. Plan and encourage socialization
3. Promote open communication and collaboration

Remember that all friendships begin with one individual going the extra mile for the other person, which in time is likely to reciprocate the favor. Friendships require repeated interaction, with certain

frequency and intimacy (letting down the guard). Kids do it naturally; adults need a bit of work at it. You can do it. We can’t recommend it enough, and science supports it: have a “best friend at work”! 

About the authors



Maria and Mary Heather had the pleasure of working together for just over three years at the City of Pasco. They experienced the benefits of having a best friend at work firsthand. In fact, now that Mary Heather

moved across the state, they still ask each other for advice and use each other as a sounding board when making decisions.



View the Friendship at Work presentation



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MRSC is a research nonprofit that offers local government staff free, one-on-one guidance with legal and policy consultants. Below are inquiry responses the MRSC Public Works Consultant. If you work for a city, county, or contracted special purpose district, Ask MRSC by calling 800-977-6553 or emailing mrsc@mrsc.org.

Asset Management Questions

MRSC's Asset Management webpage discusses why agencies should define and categorize their assets (e.g., capital assets, infrastructure, and small and attractive assets) and set asset thresholds, which provide a foundation for inventory control and monitoring. The questions below address issues related to asset management.

Q: Does my agency need to keep a log of small items that we purchase for the purpose of brand recognition (pens, pencils, other small items with our logo printed on them)? Do we need to log the amount received and when and where the items get distributed?



A: In response to your inquiry about "brand recognition items," generally the answer to this question would be "No." While small and attractive assets typically require that the agency track, monitor, and safeguard these items, some assets, such as those that you have described, will fall below the threshold for tracking unless your agency policy notes otherwise.

The volume of promotional materials your agency acquires and distributes will determine whether the district should establish a method of internal control and/or monitoring of these assets. If the total asset value falls well below your agency's small and attractive asset threshold there would not be a need to establish additional controls. In other words, if the recording and tracking of these small promotional items is more costly to implement than the asset value itself, it would not be a prudent step to implement inventory control measures.

Q: In developing a small and attractive asset listing for a public work's signal shop, should the following items – controllers, fiber switches, lighting, junction boxes, light poles, power supplies, signal heads and monitors, video detection devices – be included if they are greater than \$300.00 but under the \$5,000.00 capitalization threshold?

A: Local governments set the thresholds for distinct types of assets, and also which small and attractive items are tracked, in a capital asset management policy. The thresholds and items that are tracked can vary: For example, some organizations might have a capitalization threshold of \$5,000 while others might have \$10,000.

Your agency should do a risk assessment of the items in question to determine if these would need to be tracked. Two resources you might find helpful are listed below:

- Washington State Office of Financial Management: *Small and Attractive Capital Asset Risk Assessment Guidelines*



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- Office of the Washington State Auditor: *Best Practices for Internal Controls over Small and Attractive Assets*

Q: Does my water-sewer agency need to follow any particular process for disposing of an item that is not a capital asset, a tracked asset, or a small and attractive asset (in this case, an old inoperable refrigerator)? We do not have anything in our policy manual that addresses such items.

A: RCW 57.08.015 addresses disposal of surplus property for water-sewer districts, but it mostly imposes requirements for disposal of property worth \$2,500 or more, which does not apply in your situation. If you have items that are still useful, but for which the time and cost of sale are likely to exceed the sale price, then the surplus process helps document that the Board reviewed and authorized the district to donate those items, which is helpful for auditing purposes. On the other hand, an item that is broken or inoperable and can't be repaired may simply constitute garbage (or recycling).

Q: Our public health district has some over high-value items that we plan to sell. After we have surplused the items with a board resolution, what are we legally required to do before selling them? Are there any rules for selling them?

A: RCW 70.44.320 addresses disposal of surplus property for hospital districts. The board of your health district must pass a resolution declaring the property surplus. Once that happens the district has a great deal of flexibility in how, when, and in what manner to dispose of surplus property, though any sales of such items would need to occur in a commercially accepted manner.

While statutory requirements are basic, MRSC recommends that all local government agencies develop and adopt more formal surplus procedures and policies to protect the entity's interests. Asset management policies are a good starting point when considering distinct levels of asset values and how to best manage the disposal of small-, mid-, and high-value assets.

Q: What is the proper process for cities to follow when disposing of old computers?

A: As with all assets, your city should have adopted policies to guide the surplus of equipment, whether it's going to be sold, used as a trade-in, or scrapped. Old computers do not typically have any monetary value beyond a life of 3–5 years (depending upon the type) and may be considered a small and attractive asset.

If the city has a small and attractive asset policy in place, you will want to consider amending this policy to address surplus equipment. This policy should cover who has the authority to dispose of surplus, what the thresholds for surplus equipment should be, and the procedures that should take place when a declaration of surplus has been made. If surplus equipment is to be destroyed, the city should have a procedure in place that includes internal controls and oversight of the process. Does the city currently maintain an inventory of its technology equipment? If so, do you have forms that speak to the addition, removal and/or disposal of these assets? And, since you are disposing of equipment that may include confidential data, your agency asset management policy may want to address removal of all data from such equipment as part of the surplus and/or disposal process. ■

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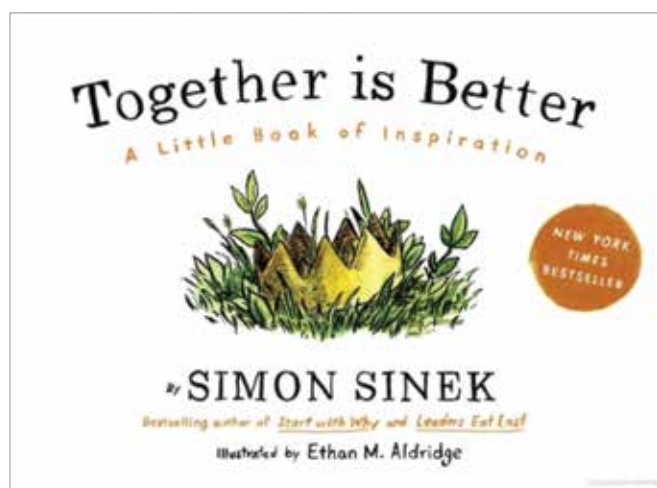




What We are Reading Now

Together is Better: A Little Book of Inspiration, by Simon Sinek

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"As it turns out, all the great inspiring leaders and organizations in the world, whether it's Apple or Martin Luther King or the Wright brothers, they all think, act and communicate the exact same way. And it's the complete opposite to everyone else. All I did was codify it, and it's probably the world's simplest idea. I call it the golden circle."

– Simon Sinek, "How Great Leaders Inspire Action" TED talk, 2009

Together is Better: A Little Book of Inspiration provides several insights that either illuminate some dimension of humanity we have not previously considered or reminds us of wisdom that, for whatever reasons, we have abandoned along the way during our own journey. This book is an easy read and a book we'd recommend to someone who is burned out, stuck in an unwanted routine, and could use some inspiration. Of course, the extent to which each reader is inspired by the book will be determined almost entirely by how receptive a reader is to wisdom shared.

Book Synopsis

Simon Sinek sparked a movement with his bestsellers *Start With Why* and *Leaders Eat Last*. Now this beautifully illustrated book will inspire more readers to ask for help, help others, and discover their own courage through a charming story about change.

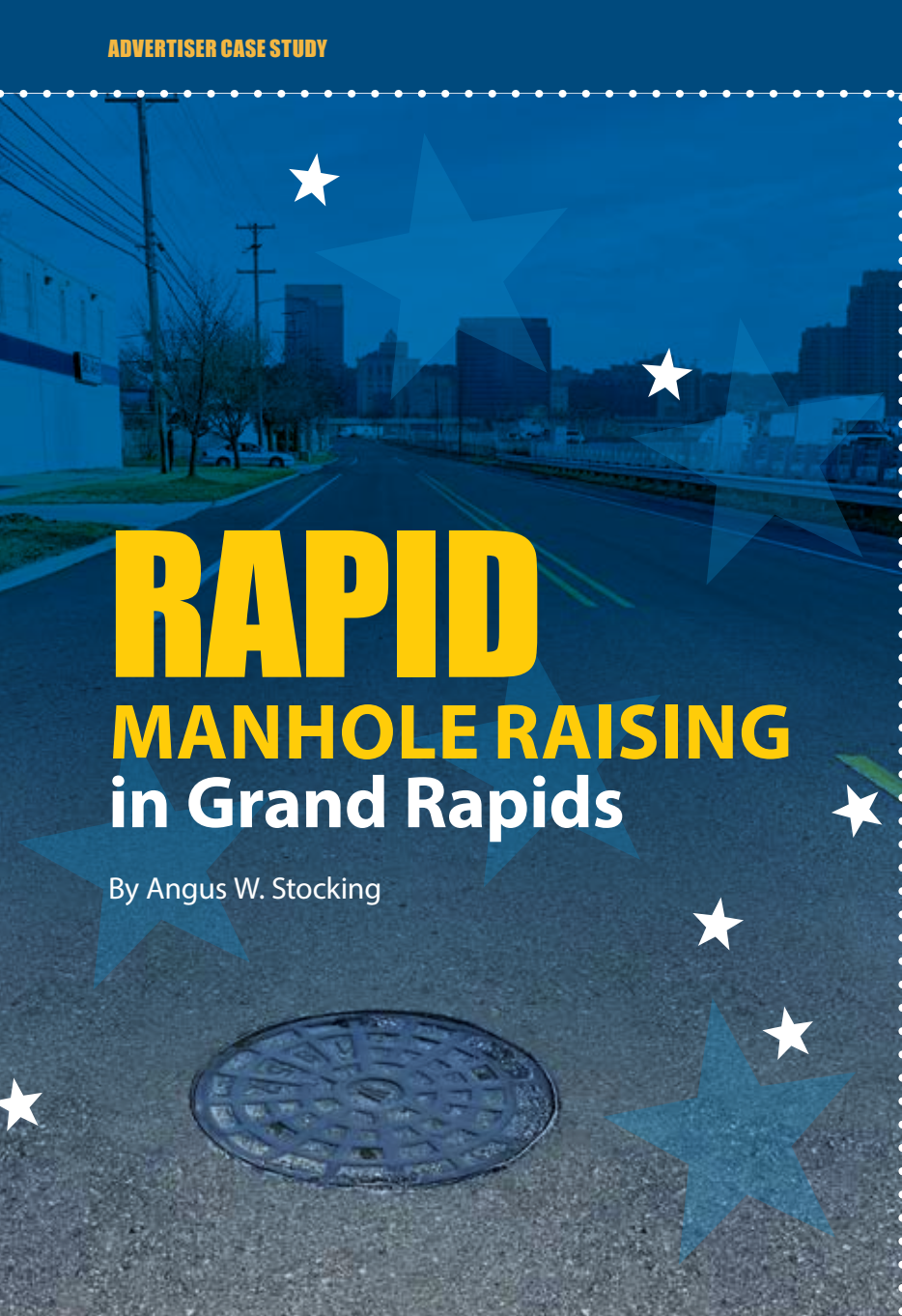
Life is a series of choices. Do we go left or right? Jump forward or hold back?

Sometimes our choices work out for the better... and sometimes they don't. But there is one choice, regardless of every other decision, that profoundly affects how we feel about our journey: Do we go alone or do we go together? It is the courageous few who ask for help. It is the giving few willing to help others. We can all find the courage we need and know the joy of service – the minute we learn that together is better.

Filled with inspiring quotes, this richly illustrated fable tells a delightful story of three kids who go on a journey to a new playground and take a stand for what they believe. The story is a metaphor for anyone looking to make a change or wondering how to pursue their dreams. And the message is simple: relationships – real, human relationships – really, really matter. The stronger our relationships, the stronger the bonds of trust and cooperation, the more we can accomplish and the more joy and fulfillment we get from our work and personal lives. According to Sinek, if we each do our part to help advance a shared vision, we can build the world we imagine.

In addition to the story itself, Sinek shares such profound lessons as:

- A team is not a group of people that work together. A team is a group of people that trust each other.
- Fight *against* something and we focus on the thing we hate. Fight *for* something and we focus on the thing we love.
- Working hard for something we don't care about is called stress. Working hard for something we love is called passion.
- A star wants to see himself rise to the top. A leader wants to see those around him become stars. ▀



RAPID MANHOLE RAISING in Grand Rapids

By Angus W. Stocking

Second-largest (and fastest growing) city in Michigan with a population of more than 200,000, Grand Rapids is a progressive jewel of the Midwest, with an emphasis on creative innovation that extends all the way through city management to seemingly mundane details of roadway maintenance, including the raising of manholes to grade after milling and paving operations. “We repave a lot of roadway annually, and raise more 500 manholes most years,” explains Managing Director (Public Services Group) James Hurt. “It’s an important detail to get right, because if lids end up below grade they collect water and ice and become potholes, and if they’re just a little too high they catch vehicle tires and snowplow blades and cause serious problems.”

Since 2014, the Grand Rapids Street Maintenance Department has used the American Highway Products Pivoted Turnbuckle Manhole Riser to securely raise manhole lids to new grade after paving operations. They’re sturdy, lightweight, precisely-sized rims of galvanized U.S. steel, made in Bolivar, Ohio, that are made adjustable by a nifty (and patented) “Pivoted Turnbuckle” that will expand or contract the riser as needed to match original rim diameters. In practice, installation is as simple and fast as placing the adjustable riser in the original rim and tightening it, using a screwdriver or similar tool as a lever, thus effectively applying thousands of pounds of force along the entire riser-to-rim circumference, seating the riser tightly and permanently. “We use a two-man crew and a truck, and put in the risers just before new lifts,” says Public Works Supervisor Jason Carter. “The pavement seals up tightly against the AHP riser, giving us a seamless new roadway and a very durable manhole – in fact, when correctly installed, we have never had a riser fail.”

Before adopting the AHP adjustable riser in 2014, the public works department used to raise manholes the conventional way, excavating around the chimney as needed and installing new concrete rings. According to Hurt, the process was slow, a little unsafe, came with sustainability costs, and was expensive. “We estimated \$500 or more per raised manhole!”

Grand Rapids now installs more than 500 American Highway Products risers annually, saving at least tens of thousands of dollars, improving sustainability, and exposing crews to less risk – all with a better quality solution. “We are 110% behind American Highway Products and their products,” says Hurt. “We expect to keep working with them for a long time.”

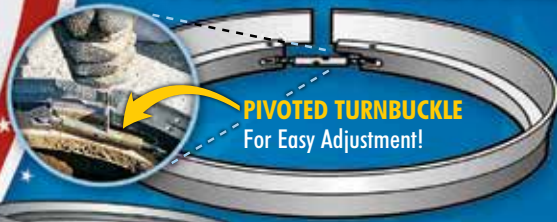
Angus W. Stocking is a former land surveyor who has been writing about infrastructure since 2002.



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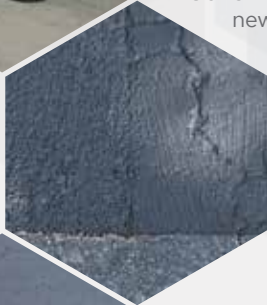
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The New **strowski's** outlook **33**

After Bill Clinton was elected president, he held several listening meetings around the country. I listened to one of those meetings while I drove from Vancouver to Seattle. One woman who spoke at the meeting argued that social services was part of the nation's infrastructure, and that we needed a sound social services network to keep the nation healthy.

The incoming president thought her comments made a lot of sense. I also thought she made a good argument, but I wondered where it would end. We still don't know where it will end but we know where it's going. The recently passed infrastructure bill was even labeled as "human infrastructure" to make sure anything we need could be called infrastructure.

Those of us in the public works business have a much narrower definition of infrastructure – to us, it's the physical framework within which society lives. Our categories aren't very complicated. We want good roads, clean and plentiful water supplies, sewage treatment facilities, and solid waste management, etc. Actually, the APWA Management Practices Manual covers more than 15 of those categories with some of them divided into several components. Regardless of the number, they all have one thing in common: They're all governed by the laws of the physical universe. Roads wear out, trees grow and die, water flows downhill, and sewage stinks.

Human infrastructure goes beyond the laws of physics and into the area of human behavior theory. Investment in such things is a gamble. More money might make students learn more, but we can't be sure. We know that student performance doesn't seem to respond to the amount of money spent, and we know that it takes a goodly amount of money to produce a school building that will last a long time. So where do you put your money?

We now know that the political process answers the question by budgeting an inadequate amount of money for everything and requiring that you get support from everyone in order to get anything passed. The recent infrastructure bill was hailed as a bipartisan effort. That's actually faint praise because the term describes the watered-down process that I just mentioned.

It's been a long time since Bill Clinton left office, and a new kind of infrastructure has materialized. We now need internet access for almost everything we do. The information systems we rely on are now necessary to manage our physical assets, and possibly make some of those assets less necessary. We've all seen the reduction in traffic on our roadways during the pandemic, and regardless of how beneficial the newest technologies will ultimately be, we recognize how important they are. That means that the infrastructure list redefined as human infrastructure was already broad enough to include this new class of "needs."

I put quotes around the word "needs" because very few of us do a good job of drawing the distinction between needs and wants. I think I know how to do it, but it's less a process of drawing a distinction than defining a relationship.

Here's an example of what I mean. I was part of a statewide highway-needs study back in 1989. Our consultants asked us to define the standards for things like roadway widths, pavement conditions, and highway capacity. They then surveyed the state roadway network to see how it compared. By subtracting existing conditions from standards, you get needs, and also, how much you need to spend to get to a specific set of standards. The study actually defined two sets of standards. One set drove needs of \$26 billion and a lower standard drove needs of \$13 billion. In case you're interested, the legislature funded about \$3 billion. That's the way this works.

We didn't think our standards were all that extravagant. In fact, we thought some of them were minimum standards. The legislators thought our standards must have been extravagant to generate such a large cost, so they picked a number they liked and approved that.

When you look at the new national infrastructure bill from that perspective you find that none of the physical infrastructure needs were calculated the way I've outlined above. Nor were the other human needs calculated that way. The unstated assumption is that whatever amount the federal government approves, it will never be enough. But enough for what?

The other way of calculating needs is to use the do-nothing-until-it-hurts approach. With this approach you ask voters to approve a package of public works improvements, and if they approve it, then it was needed. If they don't approve it, it wasn't (at least from their perspective). What the public might think is that everything works, but they don't see the rot below the surface. My neighbor's fence just fell over, all in one piece. The fence was 40 years old, but it looked good and seemed to do its job. What nobody noticed was that the fence posts were all rotten.

That's the problem with the do-nothing approach. As a public works official, you're supposed to know where the metaphorical rotten posts are and to fix them. That's OK if you don't have too many of them or if you've prioritized your problem areas. If you're managing your assets, you may be able to keep old stuff working adequately for a long time. But asset management has its limits. The first limit is the one you have to set initially. What level of service you provide is another way of saying you have to establish standards. If you lower your standards or service levels to match the available funds, you can look like a hero to the people who want to save money, but you may also be criticized by those who have higher standards.

I may have just described the dynamic that's taking place all over the country every day. That's the way it works.

There's an underlying problem that drives all of this. People don't trust their government. Actually, it's more nuanced than that. Not everybody distrusts government but enough of them do to make it difficult to get voter approval for public improvement projects. The PEW Research Center has been surveying people's trust in the federal government. The percentage of people who think that the federal government can be trusted to do the right thing has been below 50% for a long time. I don't have comparable surveys, but I'd be surprised if state and local governments haven't been on a downward trend for years, too. If the public doesn't trust you, why should they give you money? Conventional wisdom tells them that government wastes money. If they believe you that the fence posts are rotten, they also believe that you'll spend too much money fixing the rot. That's the way it works.

If you like a challenge, you're not ready to accept that things work that way. You think you know what needs to be done and you think you can be trusted to do the right thing. But how do the voters know that? Maybe you need a campaign to show how smart you are and how well you manage the public's money. There are lots of advertising consultants who can help

you put such a program together. Their job will be a lot easier if they don't have to lie about how smart you are and how well you manage public funds. That also means that if they do have to lie, they'll probably get caught, and that only makes it worse. That's the way it works.

There's an old saw that says you should consider what you're doing and how it will look on the front page of the next day's newspaper. While fewer people are reading newspapers they still have ways of finding out what you've done. You should probably look at your whole public works program from that perspective. Is what you do every day telling the story of how smart you are and how well you manage public money? If it's not, how can you make what you do reportable in that way? Then you need to look at the ways people find out about what you do and make sure that this newly accurate message is being told. That job might be just as complicated and just as difficult as managing your public works. Once again, that's the way it works.

Editor's note: *To be put on the mailing list for advance copies and have your views printed with future articles, send John an email to ostrowj@pacifier.com. Haven't been getting advance copies? Check in with John and perhaps send an updated address.*



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Reader Responses

Pete Butkus

As an "Older American" with a public works background, I believe that the old definition of infrastructure was and is not broad enough. Physical facilities like schools and telecommunications have always been infrastructure. Telecommunications has grown from phone, cable lines, and cell technologies to fiber-optics, and the recent Covid-driven move from in-person to online school has just exacerbated the need for these facilities.

Your second-to-last paragraph regarding what one is doing and the potential for front-page publication is well taken. The public is using newspapers and TV less than in past years, and social media plays an increasing part in how people consume news, be it positive, neutral, or negative. In this regard, your admonition to look at one's whole public works program makes a lot of sense.

John Milne

A very thoughtful article, as always. I do think you hit the nail on the head with your observation that an underlying mistrust of government contributes greatly to the problems described in your article, and to many others besides. Having lived and worked both here and in Great Britain, I see the two societies as mostly similar, but when asked what the main difference is, I usually offer, "Americans are suspicious of Big Government, British are suspicious of Big Business."

Al King

As the article points out, expanding definitions do little more than dilute available funds and lose focus on priorities. Try to fund new things with the same buying power and you lose all the way around. We have been taking more federal dollars for more projects since the Interstate Highway program was created under President Eisenhower. What I've observed is that this federal cash infusion is ultimately a zero-sum game. No matter how you cut it, the money all comes from the same place, you and me, and brings with it mountains of regulations that never lessen, always grow, and add costs.

Worse, the illusion that this money comes from someone else causes local politicians to focus their own funds on different programs. It also unintentionally excuses the state and local government from taking care of their own responsibilities. The result is no more than would have been done without the fed money, and the cost these projects goes up significantly. If future public works professionals want to see a different future, they will need to get good at telling the public a story about the problem, how it affects them, and how it needs to change, fast. If you want the citizens to react and apply pressure to the legislature, you need to feed them the information that gets that result.

Brian Ziegler

I believe that public works has done such a good job of defining "needs" and delivering on these that the other government programs want a piece of the action. "Infrastructure" has been co-opted by many in order to capitalize on their success. Public works doesn't get all that it needs, but I think it leads the pack in credibility.

Several years ago we conducted a survey to assess whose opinion voters most respected on transportation issues. Of course, the list included state politicians, attorneys, and officials, but the most credible voice identified was the county engineer. This survey only confirmed what I already knew. The engineering profession is well respected. That's why I've been excited to watch APWA beat the drum for training, networking, and accreditation. It's time that public works agencies jump into this space. APWA should continue to accredit as many member agencies as possible, because this helps to boost credibility and show our elected officials why they get such a huge return on that investment.

Bob Moorhead, P.E.

First, I agree that the definition of "infrastructure" has expanded well beyond "public works." I used to think that these terms are synonyms. But, if services like childcare and internet are added to the "traditional" public works, we end up with multiple providers and funding sources. To me, public works are primarily provided by government and are tax- and fee-supported. When the definition is broadened, we have functions being provided by tax-paying private industry. How do we determine, define, demand, and fund "levels of service" when someone other than the "public" holds the purse strings?

Second, it's concerning if public works needs to hire advertising consultants to convince our public that we are "smart enough" to manage our projects and budgets. Yes, there are projects that "go south," and sometimes directions from elected officials aren't the most viable options, but we should be able to collectively learn from these situations and be more effective in the future.

Jeff Brauns, P.E.

Great article John, I really enjoyed your perspectives. I especially appreciated the continuing theme, "that's the way it works." Near the end is where it truly hit home for me, "That job might be just as complicated and just as difficult as managing your public works." I would also add "as time consuming." Doing the work but also having to explain the what, where, and why is a frequent challenge.

Tim Heydon

I like your article and I think it has a lot of truth in it. One thing that has helped me in my career is that I have had jobs in smaller communities, and if people wanted to see where their tax money was going, all they had to do was look around at all the projects I was conducting.

The other thing that I had going for me was the community newspaper. I always made sure that I was a friend of the reporters. This worked out very well for me, but those papers are no longer being published. The lack of local news sources hurts public works. Big regional news outlets write mostly about public works failures and don't cover the thousands of on-time, within-budget projects that succeed. When I hear about Bertha, or sinking bridges, it drives me nuts. We have had so many successes. I wish they were the ones that made the headlines. But as you say, that is just the way it is.

Jason Van Gilder, P.E.

My compliments on another insightful article. When I looked for commonality in your list of "the way it works," all seem predicated on making others believe the messenger is the solution to the audience's problems. A maxim came to mind that the number one job of any bureaucracy is self-preservation. Given the thin veil over our motives, I'm at least sympathetic to the public's perception that our government should not be trusted.

Solutions are not readily apparent. My best thought is to migrate ourselves from product promoter to public servant. Is there some way to convince our constituents that we are thinking of their interests ahead of our own? When was the last time we presented ourselves as not the best solution to a problem or that our department needs to shrink? Is there a regulation or mandate that we actively advocate against because it adds unnecessary expense to our customers? Altruistic actions seem a lot harder to perceive. Until we can fix that, I suspect trust will continue to diminish.

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