Managing Money and Resources

by Maher Hazine, P.E. PWLF, Deputy Public Works Director, Peoria, Arizona

A public works organization is made up of many enterprises comprised of people and processes organized to efficiently deliver service to our customers at a prescribed level of service for the lowest cost possible. As a public works leader, we must be able to fully understand our operations and factors that impact them; why is that, you ask?

Public works organizations have never been known to be staffed or funded to appropriate levels, especially in the last several years. We tend
The 9th Annual Ken Ward Memorial Plow Rally will take place on **Wednesday, September 17th** at the Hillsborough County 4-H Youth Center. This event will be an opportunity for Municipal Driving Teams of two to hone their plowing skills, as well as experience an Equipment Exposition, Educational Workshops and possibly vie for the winner’s place in the Dana Wright Backhoe competition. Mark your calendars and scout your best team to compete.

Will the DOT team beat our Municipal Champs this year? Will it be the returning 2-time Champions from the Town of Weare again? Will the City of Franklin’s rookie team of last year return for the win? Where did your team place last year? Did you compete?

Take advantage of this event, including a free lunch, t-shirt and door prizes to all attendees. Competitors of the Plow Rally will also receive a hat, and the winners’ circle boasts lucrative gift cards and trophies.

If you would like more information on the Plow Rally, Equipment Expo or Educational Workshops, please contact Please get in touch with Catherine Schoenenberger at staysafetraffic@aol.com or Beth Hamilton at e.hamilton@unh.edu.
Culvert Maintainer Certification Training

by Alanna Gerton, Technology Transfer Center, Project Assistant

Thinking about getting your culvert maintainer certification this coming spring? The UNH T offers a full day training class held in various locations all throughout New Hampshire. The newly designed course will cover the basics of certification legislation, certification requirements, process, culvert criteria, responsibilities, and staying certified. The process of becoming a certified culvert maintainer is in compliance with the rules recently adopted by NHDES, which became effective on December 21, 2013. These new regulations are based on RSA 482-A:3, XVII-XIX, under Title L: Water Management and Protection. It is important to note that although the culvert maintainer certification training program is offered through the Technology Transfer Center, certification is provided by NHDES. If you have further questions regarding culvert certification, please contact Collis Adams at the NHDES Wetlands Bureau.

ONLINE RESOURCES
Want more information about the new culvert certification training program? Visit http://t2.unh.edu/culvert-maintainer-certification-training-information to access:
• Certification Application Document
• Project Notice Form
• Quarterly Report Form
• BMP Manual
• RSA 482-A:3, XVII-XIX
• Env-Wt 905.03(b)

CULVERT CERTIFICATION FAQ’s

WHO: Employees of the state or municipal public works agencies
**P.E.’s are exempt from taking the course and passing the exam, but still must APPLY for certification through DES**

HOW: Individuals employed by a state or municipal public works agency are eligible to apply for a certification through NHDES after taking a training course from an approved provider (i.e. T’), and successfully passing the exam at the end of the course. Although the T course is $100 for state/municipality employees, the application process is FREE.

WHAT CERTIFICATION ENTAILS: Certified individuals may maintain, repair, replace, or modify culverts up to a maximum diameter of 48”, or the hydraulic equivalent, as long as the structure can pass flows from the contributing watershed without causing damage to upstream or downstream properties. The maintenance process must be consistent with the best management practices to protect water quality.

RENEWAL OF CERTIFICATE
A certificate is valid from the date of issuance through December 31st of the following year. In order to renew the culvert maintainer certificate, the applicant must:
• provide documentation that the individual has completed 2 hours of instruction from an approved provider in one or more of the areas identified in Env-Wt 905.03(b) within the 2-year term of the individual’s current certificate
• provide a statement that the applicant currently holds a valid certificate as a culvert maintainer
• be able to demonstrate that the applicant is employed at the time of renewal by a state or municipal public works agency
• have filed all required reports
• have not acted or failed to act in any way that would constitute just cause to suspend, revoke, or refuse to renew the certificate

TRAINING DATES & LOCATIONS

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Managing Money and Resources

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to get the balance of funding that is available after other “more important” organizations get funded (e.g., police, fire). While I do not question the importance of these other organizations, imagine them executing their missions without proper roads to get their destination, or sufficient water to put out fires. What happens to public safety when streetlights are not properly working, or when signals are not repaired in a timely manner? Public works organizations have a significant impact on the quality of lives of the residents of the community we serve. That being the case, why aren’t we getting funded as appropriately as other groups?

Frankly, one of our major issues as public works officials is that we simply do not know how to tell our story in such a compelling way. We simply believe that our mission is to serve and not celebrate the good work we do. Before I offend some of you, I am well aware that there are some in leadership positions that have mastered the art of compelling presentation, but you have to admit that these individuals are simply few and far between. So, what are the steps needed to prepare and tell a compelling story?

There are some key foundational steps that we must fully appreciate to ensure that we set our story in a positive light. The following steps support our ability to paint the picture.

**Budget**

An itemized estimate of expected expenses based on projected revenue for a defined period of time (e.g., fiscal year) which allows for a plan of operations.

Since many of us work in a governmental setting, that is not an issue as budgets are a mandatory requirement to spend public funds. But how well do you understand your budget? Do you understand the assumptions upon which it is based (e.g., revenue)? Do you understand the process and interworking of your budget and how to track expenditures against it, or is this simply another document that is provided to you by the budget office and you never look it again until the next year?

Budgets are generally based upon a set of assumptions related to projected revenue—especially when dealing with enterprise or internal service funds. While your expenditures may be in line with the approved budget, tracking revenues and comparing with the projected revenue assumptions of the original budget are critical to ensure a healthy fund balance. Since many public works operations are dependent on a dedicated source of funding (e.g., Solid Waste, Water, Wastewater, Fleet), you must ensure that sufficient revenue is being collected to allow for the level of expenditure. Depending on the source of the funding, these revenues may not fluctuate within the year or may change monthly. This is why it is critical to track the revenues on the same frequency as you generally do with your budget. This will allow for what I refer to as the Trifecta Management Process. This process helps a public works manager to be able to properly evaluate their operations in the short term and the impact it will have on its long-term viability.

**Finance**

The management of revenues and conduct of transactions that impact the monetary resources of the organization (public funds). While, in many agencies, the function of finance is handled within the finance department, we as public works leaders must have a basic understanding of the process and the various reporting mechanisms undertaken.

This will give us an insight into lingering issues that need to be addressed. While I am not advocating that public works leaders should go out and become CPAs, you should have sufficient knowledge of the subject in order to ask the appropriate questions and make the right decisions in a timely manner.

**Creative Leveraging of Resources**

While many of us have heard the phrase doing more with less, it is incumbent on us to be able to effectively manage our financial and human capital resources and leverage them in a manner that allows us to efficiently
and effectively sustain our service delivery. This can be achieved through cross training of staff and elimination of silos that historically existed. As an example, in the solid waste field, you may train your equipment operators on the various pieces of equipment that exist across the operation vs. simply having those who only operate Automated Side Loaders, Front Loaders, or Roll-offs. This allows for more flexibility in the operation.

I do not suggest that such leveraging of resources is simple to do; on the contrary, it is much more difficult. However, mastering such a skill requires a creative ability to manage the resources and provide the necessary training and support to maintain a safe operation in the process.

This talent must also transcend across other departments and agencies. As public works leaders, we must be able to identify the resources we need and be willing and able to acquire them in non-traditional ways. Perhaps an inter-governmental agreement (IGA) with other neighboring agencies can help you get the resources you need in a timely manner with minimal costs. While business owners have learned to creatively leverage their available resources, we in the public sector must adopt a similar mindset and gain such skills in order to be prudent public trustees.

**Putting It All Together**

Minding all these details and thinking creatively at the same time surely seems overwhelming. However, it does not need to be if you can succeed in developing and managing the basic systems and processes (Best Practices) that effectively carry out the mission, strategy and goals of the organization. As a public works leader, your primary purpose is to be the chief architect of your entire operation; to simply be the author of your own story.

On a typical day, you design, develop, oversee, monitor and evaluate the systems and processes that make your organization run efficiently, create value for customers, and result in a healthy sustainable enterprise. It is hard work and if just everyone could do it, managers would be obsolete. As a leader of the organization, you must do more than simply follow orders and perform assigned tasks. Building a high-performing organization requires a different skill-set altogether. If you don’t have the personality or desire to do this, you should find a different field.

Your primary role is to get the best people you can on the team and polish their skills in order to create operational excellence through systems and processes that will deliver the highest level of service possible for the least amount of cost. When you can do this in a sustainable manner, you will have achieved your goal.

Residents, as well as elected officials as their representatives, expect their government to serve them in the best way possible. It is how the residents feel about your operation as a whole that matters most. Everything about your operation is what they are evaluating you by. As chief architect, your entire operation is your focus, and it must be exceptional throughout. Creating effective business systems and processes will make your organization exceptional, and keep your customers happy which in turn keeps you employed!

**The Story**

If you followed the recipe, you have a foundation to be able to put together an interesting story that captures everyone’s interest—a story that can help sell your cause (provide the highest service delivery possible for the level of funding authorized).

Armed with facts about service delivery levels, and customer satisfaction, supported by accurate and timely financial information that supports true operational costs, with a little taste of what you can provide you will improve your odds of getting your requests approved.

Even if the sky is falling, you must be prepared to tell the whole story, provide all the ingredients and the options. Provide the decision makers with the story and alternate endings (effects of budget on service levels) and you will have served your organization well regardless of the final results.

**Reference**

Maher Hazine can be reached at (623) 773-5150 or maher.hazine@peoriaaz.gov.

http://www.apwa.net/Resources/Reporter/Articles/2013/12/Imagination-to-Innovation
conflict or creative thinking; here are some approaches to working across generations

**Traditionalists**

The Traditionalists, or Veterans; are the oldest generation in the workforce now. While most of this workforce has retired, some are still working. They were born between 1927 and 1945; these people experienced some of the greatest economic downturns our country has ever known. Events like the Stock Market Crash, the Great Depression, Pearl Harbor and WWII, were the backdrop to their childhood. They grew up in an era where gender roles were clearly defined, along with a direction to take your life down. This generation is punctual; they believe your work life and family life are two separate entities and should stay that way. Traditionalists do things by the book, and with a sense of honor and duty. To them the workplace is a formal environment where structure, status quo and seniority mean the most.

**Baby Boomers**

The next generation is the Baby Boomers; currently they are thinking about or heading into retirement. Born between 1946 and 1964, they grew up with over-indulgent parents and a rising divorce rate. They saw major civil rights movements as a part of their everyday lives. The Baby Boomers witnessed some of the saddest days for our nation including the assassination of JFK and MLK, yet they also saw the first man walk on the moon! This generation watched their parents put work first so, in response they did that too, creating the 60 hour work week.

**Generation X**

Then comes Generation X; currently Generation X is deep into the working world. Born between 1965 and 1998, many of these adults spent their childhood in between divorced parents. These were the children that attended after school programs and had fast food for dinner. They grew up watching their parents “Live to Work” and changed that motto into “Work to Live.” Generation X appreciates the finer things in life and doesn’t want to spend their time tied behind a desk. They watched their parents go through corporate downsizing, saw the Berlin Wall fall and watched the Challenger Disaster on TV. These men and women remember the energy crisis, Nixon resigning and the Technology Revolution. This is a generation that refuses to sacrifice their personal life for workforce, they put family first above all else and take a much less formal approach to working than their bosses did. Generation X mixes friendship and work together.

**Millenials**

The latest generation is in its early phases in the workforce; the Millennials or Generation Y. They were born between 1981 and 2000. These men and women grew up in a world of digital media and multiculturalism. This generation experienced world events, yet had rising problems with school violence. While they were connected to the world, Millennials had a hard time connecting to the people around them. However, Generation Y believes everyone is special and no one should be left behind. Millennials believe they will “Work my Way” to where ever it is they need to go, which may include more time off for family and less travel for work.

**Comparison**

There are many differences and similarities between generations; Gen X and Millennials both have decreased career ambition and want family time. Both these generations view the work/life balance as the most important aspect and expect employers to
accommodate their needs and expectations. Both these generations are skilled at multi-tasking and have flexible attitudes in the face of change. Yet they don’t work with people they deem difficult very well; they choose to avoid them. Generation X and Millennials also have problems following a leader purely because they ARE the leader, but they are always up for a challenge.

The younger generations, Generation X and Millennials, expect more feedback and need acknowledgement, otherwise they feel unappreciated. These generations have little company loyalty because they feel like they need to take care of themselves. Generation X and Millennials have a deep focus on family and need to feel that they can mix both their professional and personal life. The generations feel this way because technology has allowed them to work from home. This has allowed a lot of flexibility for their families. Generation X and Millennials are not the best at communicating face to face and prefer less personal interactions, like email or texting to solve some problems. This means they can multitask, but they also seem high maintenance. Both these generations always need answers, in ways that the older generation can find offensive, but to Generation X and Millennials it is just their curious process and part of their reasoning.

**Generational Gaps**

A few causes for clashes between generations are communication, working environment and company loyalty. The Traditionalists and Baby Boomers are used to a formal work place environment. Their work place environment calls for formal internal and external communications with face-to-face or phone call approaches to getting things done. Traditionalists have a lot of company loyalty, due to the fact that they believe a company will take care of them long term, like planning for retirement with a pension. Traditionalists work hard to move up within the company while simultaneously respecting those who have higher authority.

**Resolving Conflict**

Office conflicts can be frustrating to both sides. While Millennials and Generation X have vast technological advantages over the Baby Boomers and Traditionalists, many are lacking extensive industry insight. The preferred methods of communications between generations needs to be laid out on the line so ground rules can be implemented. Breaking into teams to accomplish goals with mixed generations is a way to show each age group’s skills and motivations to the others. An idea a Baby Boomer has about social media could quickly be answered by asking a Millennial, while a question about company policy from a Generation X’er to a Traditionalist is a no brainer. Creating a mentoring program can help the generations feel connected to one and another on a semi-professional/personal level. These programs help generations talk to each other and openly seek guidance on a range of topics. All the generations have different skills that can benefit one another, which is certainly valuable both in the workplace and at home.

**Reference**


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**PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION**

|-------------|----------------------|--------------------------|--------------------------|--------------------------|
| Respect for authority
Conformity
Discipline | Optimism
Involvement | Skepticism
Fun
Informality | Realism
Confidence
Extreme fun
Social |
| Family | Traditional
Nucleus | Disintegrating | Latch-key kids
Merged families |
| Education | A dream | A birthright | A way to get there
An incredible expense |
| Communication | Rotary phones
One-on-one
Write a memo | Touch-tone phones
Call me anytime | Cell phones
Call me only at work | Internet
Picture phones
E-mail |
| Dealing with Money | Put it away
Pay cash | Buy now, pay later
Conservative
Save, save, save | Earn to spend |

*Personal and lifestyle characteristics based on generation, from FDU Magazine*
Meghan Theriault, P.E., Named in the Top 20 Women in New Hampshire

by Catherine Schoenenberger, Stay Safe Traffic

Meghan Theriault, P.E., Goffstown’s Town Engineer, was recently honored as one of the Top 20 Outstanding Women of New Hampshire. Meghan has a can-do and nothing to lose attitude, is a mother of three, and promotes engineering for women through the planning and implementing committee of NH Construction Career Days.

In a field with less than 7% represented by females, Meghan has been extremely effective in recruiting over 55 exhibitors to the NH CCD events Meghan also serves as the Vice President for the Granite State Chapter of the National Association of Women in Construction (NAWIC). Her tenacity, strong follow-up and professional creditability are just a few of this woman’s qualifications for getting the job done!

She was also recently honored at her high school alma mater, Presentation of Mary in Methuen, Massachusetts with a “Life Time Achievement” award. Much of the criteria for selecting Meghan had to do with her extension of self for mentoring young girls and being a positive role model for a professional in a non-traditional field.

Thank you Meghan, and congratulations for all of the accolades. You are so very deserving.

New Venue for 6th Annual New Hampshire Construction Career Days

by Catherine Schoenenberger, Stay Safe Traffic

New Hampshire Construction Career Days (NH CCD) will hold its 6th Annual event on September 18th and September 19th at the Hillsborough County 4-H Youth Center in New Boston. Since 2009 over 4,000 students from New Hampshire have participated. At the core, CCD events promote hands on activities, safety, diversity, partnerships, teamwork, continuous improvement and follow up for and to all of the students participating.

New Hampshire Public Works professionals and municipal agencies have been a huge source of support for this event. We are seeking Exhibitors, Sponsors and Volunteers throughout the Public Works community. Get involved. Make a difference. Please go to www.nhccd.weebly.com for more information, or contact Catherine Schoenenberger at staysafetraffic@aol.com.
NATIONAL WORK ZONE AWARENESS WEEK 2014

Fines ... jail time ... a life
Work Zone Speeding: A Costly Mistake
wsdot.wa.gov/safety/brake
New Hampshire Public Works Mutual Aid

With record storms, flooding, and most recently Hurricane Irene and the October Nor'easter, the need for mutual aid is ever increasing. In times of crisis, a mutual aid agreement allows neighboring communities to provide assistance in the form of labor and equipment to help each other through the disaster. Mutual aid is a FEMA-approved contract and will make the assisting municipality eligible for federal reimbursement.

Mutual Aid is available for only $25 per year and the benefits are innumerable. For more information, visit the T² website at www.t2.unh.edu/ma or contact Beth Hamilton at 603-862-1362.

Visit the UNH T² website today!

www.t2.unh.edu

• Access to the most up-to-date calendar
• Register for workshops online
• Access to NH Road Salt Database
• See important announcements
• Access to the UNH T² Facebook page

Minimum Retroreflectivity Compliance Kit

The Technology Transfer Center is now offering one Avery Dennison Minimum Retroreflectivity Compliance Kit on loan for New Hampshire Public Works Departments.

There is no fee for the equipment loan, and municipalities may keep the retroreflectometer for up to four weeks (additional time may be requested).

For more information
www.t2.unh.edu/avery-dennison-minimum-retroreflectivity-compliance-kit
t2.center@unh.edu

NH LTAP is on Facebook & Twitter!

Want to stay informed of our activities? Want to connect with other professionals who attend our training? Want to look at pictures from our training classes and other events? Then “like” us on Facebook or “follow” us on Twitter to stay connected! We are posting information daily on our activities, new programs, training, local news, and services.

www.facebook.com/nhltap
www.twitter.com/nhltap
# Word Search

Be the first to complete this word search and fax it (603-862-0620) to win a FREE T² workshop!

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- AID
- BOOMERS
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- CERTIFICATION
- CONSTRUCTION
- CULVERTS
- FINANCE
- FUNDS
- GAP
- GENERATION
- GEN X
- LTAP
- MANAGING
- MILLENNIALS
- MUTUAL
- RESOURCES
- RETROREFLECTIVITY
- TRADITIONALISTS
## Spring 2014 Training Calendar

Check out our website for the most up-to-date calendar
[www.t2.unh.edu/training-calendar](http://www.t2.unh.edu/training-calendar)

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