

**CONFERENCE & EXPO SPEAKER PREVIEW >>>>>**

**How Social Is Your City?**

*A new era on the Internet is changing how cities, officials and citizens communicate.* - by Jason Falls

In case you haven't heard, everyone's on Facebook. And no, "Everyone" doesn't mean your kids. Everyone.

I'm 36 years old. My mom friended me there last month.

Everyone.

Social media and social networking have changed the way people communicate. Instead of sifting through thousands of marketing messages each day, including those from our governments, consumers have turned to communities of other consumers online to get information, recommendations and have conversations.

Whether it's shopping recommendations from Amazon reviews, restaurant feedback from other diners on Yelp or even political opinion-forming in the comments section of a local blog, people everywhere are using social media sites as their new information sources.

Unfortunately, most governments, city or otherwise, are far behind in using social media tools to reach their constituents. Before your city dives in headfirst, here are some factors about the social media environment you'll need to consider.

- ♦ The key to an organization's success in social media is transparency. While there are issues that can't be discussed publicly, your constituencies know that and will understand. But being open and honest in answering people's questions and discussing the business of your municipality is imperative.
- ♦ While it is true that most of what you communicate in social channels is archived, indexed by Google and theoretically "permanent" or a matter of public record, you really just need to think of the conversations you have online like you do conversations over

coffee at the local diner. Anyone can hear what you're saying. Saying it online is no different.

- ♦ Maintaining a social media connection with your constituents doesn't mean you have to have a presence on every social network. Find out where the majority of your citizens spend time online and focus there. Facebook is a good bet. Twitter might be an option, too, but only if you have someone willing to participate in conversations regularly.

- ♦ You don't have to have a high degree of technical skill or even a website developer to do this. Social media tools, in fact, are most useful because they make the complicated very simple. Facebook offers nearly every

social media tool right in its platform. Setting up a "Page" for your city, complete with a message board, video and photo sharing capabilities and more will take the average person a couple of hours. Getting all that functionality on your own website might be a different story.



*Jason Falls will be leading the "Get Social" day at the KLC Conference & Expo. He is a social media and communications thinker most of the time for Doe-Anderson, a brand-building agency in Louisville, Ky. He is the author of SocialMediaExplorer.com, a top-20 marketing blog worldwide, according to Advertising Age magazine.*

The bottom line is that social media channels (social networks, blogs, forums and message boards, video sharing sites and more) are no longer trendy popular places people go to play. They are relevant and important locations to communicate with your public. Ignoring them is paramount to ignoring the people who elected your leaders and pay the taxes that provide your salaries.



**Cities can Give Citizens Savings on Prescriptions through RX Drug Card**

**KLC Joins Greater Louisville, Inc. and the Kentucky Chamber of Commerce to Launch RX Drug Card Program**

- ♦ Prescription drug cards save citizens money
- ♦ Cities can distribute the cards
- ♦ City leaders can publicize the cards with local media
- ♦ KLC will provide as many cards as cities need
- ♦ Cards can be downloaded at [www.klc.org](http://www.klc.org)
- ♦ Call Carson Kerr to get cards or for more information

Are there locations such as city buildings, senior citizens facilities or community centers where your city could distribute a valuable cost savings card to your citizens? Please contact KLC to help the citizens of your community get better prices on prescriptions.

The cards are "no strings attached" and cost nothing for the city to distribute because KLC is part of a large national consortium through United Networks of America (UNA), based in Louisiana.

The RX Drug Card Program is already being used by thousands of people every day in 32 states at more than 50,000 national and regional pharmacies including Target, Kmart

*(continued page 2)*

## [TIMELY TRAINING]

KLCIS ONLINE UNIVERSITY  
AUGUST COURSE OF THE MONTH

[www.klcis.org](http://www.klcis.org)

TRENCHING AND  
EXCAVATION SAFETY



This course covers health and safety concerns unique to trenching and excavating. Topics include confined space requirements, safety principles, site assessment, causes of fatalities, factors to consider before trenching or excavating, and types of excavation methods. OSHA: 29 CFR 1926.650 Subpart P

A total of 139 KLC/KLCIS members have tried the Online University and 1,590 employees have registered to take online courses. If you are not currently participating in this valuable employee training program, contact Kirby Ramsey ([kramsey@klc.org](mailto:kramsey@klc.org)) or visit [www.klcis.org](http://www.klcis.org) and click on KLCIS Online University for more detailed information about this program.

## [CALLING ALL CITY ATTORNEYS]

CLE OPPORTUNITY AT KLC  
CONFERENCE

PLANNING & ZONING FOR  
CITY ATTORNEYS

Continuing Legal Education  
(CLE)\*

Presenter: David A. Pike,  
JD/MBA, Managing Owner of Pike  
Legal, PLLC

Friday, September 25, 2009

2:00 - 5:15 p.m. EDT

Cost: \$49

Space is limited. Please register  
at [www.klc.org](http://www.klc.org).

In today's frequently changing world of zoning laws it is crucial for city attorneys dealing with land use issues to keep their knowledge current. This information-packed workshop will help you facilitate positive outcomes by understanding the key components of the zoning process and procedures, as well as the ability to recognize the constitutional limitations on zoning actions so you can ensure your city is within the bounds of the law.

Refreshments will be sponsored by the Local Government Law Section of the Kentucky Bar Association and the Municipal Attorney Association of Kentucky.

\*Approval by the Kentucky Bar Association is pending for three hours of continuing legal education credit.

## LAW ABIDING >>>>>

### U.S. Supreme Court Weighs in on Employment Discrimination - Ricci v. DeStefano and what it means for cities

By Luke Gilbert, KLC Law Clerk

As employers, cities often face difficult dilemmas as they try to avoid the appearance of employment discrimination in their personnel decisions. In *Ricci v. DeStefano*, the U.S. Supreme Court handed down an important ruling that will help cities assess the legality of these tough employment choices. This case, an appeal from the Second Circuit Court of Appeals, concerns Title VII of the Civil Rights Act of 1964. Title VII prevents intentional acts of employment discrimination based on race, sex, age and national origin.

Ricci and the other plaintiffs were firefighters employed by the city of New Haven, Conn., who applied for promotion in 2003. The promotion exams were prepared by a company that specializes in entry-level and promotional examinations for emergency personnel, such as firefighters and police officers. The exams were designed to be as neutral as possible, but the results suggested otherwise. All but two of the top candidates were white, even though more than a third of the applicants were minority. The City's Civil Service Board held a series of public meetings to decide whether to certify the exam results and issue the promotions. The Board's attorney recommended against certification of the exam results. The attorney testified that certification would almost certainly lead to a "disparate impact" suit from the black and Hispanic firefighters who did not pass the exam. This kind of suit can be brought when, even though an employer does not make a conscious discriminatory

decision, the action taken would still negatively impact one group of employees more than another.

The Board, concerned about potential liability for adopting a practice which had a "disparate impact" on minority firefighters, decided not to certify the results or issue the



promotions. Ricci and some of his fellow applicants sued, alleging Title VII violations of their own based on reverse discrimination.

The district court upheld the City's decision, holding that the employer had a right to rely on a good faith belief that its actions could have led to a finding of discrimination. The Second Circuit, a panel which included now Supreme Court nominee Sonia Sotomayor, affirmed.

The case then reached the U.S. Supreme Court, which reversed the decisions of the lower courts. In an opinion delivered by Justice Kennedy, the Court held that failure to certify the test results of Ricci and his fellow firefighters was a conscious discrimination based on race. The Court established a new standard for Title VII

discrimination cases: **When an employer takes an intentional, discriminatory action because it wants to avoid or remedy unintentional discrimination, the employer must have a "strong basis in evidence" to believe it will face exposure to a disparate impact claim if it does not take said action.**

Here, the City's Civil Service Board's hearings produced no strong evidence that such a claim would have resulted. The City simply rejected the test results because the higher-scoring candidates were white. Statistical evidence, and nothing more, did not stand up to the Supreme Court's standard of a "strong basis in evidence." A fear of litigation alone could not justify the City's decision to discriminate against non-minority employees.

Although the City lost this case, there is good news: Cities and other employers now have a strict test that they can employ when making decisions that raise concerns of possible disparate impact claims.

This is one of the rare employment law cases that may actually serve as a useful tool for cities and other employers in defending against discrimination suits. As long as reasonable, rational choices are made in taking difficult personnel actions and each decision is truly job-related, employers may feel more confident in establishing the workforce they need without worrying about litigation. This will be a boon to our cities as we face these difficult times of budget crunches and layoffs.

## >>>>> (CONT. FROM FRONT PAGE)

### RX Drug Card Program

Pharmacy, Rite Aid, CVS/pharmacy, Walgreens, Meijer, Fred's, Winn-Dixie, as well as thousands of independent pharmacies. Each family member must have their own card.

Discounts range in price from 10-70 percent but average about 30 percent. The card is NOT insurance, it's a membership program, but like insurance, users just present the card at the pharmacy which will calculate the discount.

For people with insurance or Medicare, this can work with

them as well. Because it is NOT insurance, members would be able to see if they get a better price with their existing insurance or with the card. Usually, the co-pay through insurance will be better, but not always. So having the card could be helpful even to people that already have insurance. (Not to mention many individuals and businesses are going to high deductible plans that don't cover prescriptions.)

"Hopefully cities can help get the word and the cards out to their local citizens," said Robin

Cooper, chief member services officer. "This program is a win-win all around."

KLC will provide the cards for cities to distribute, or they can be downloaded at [www.klc.org](http://www.klc.org). KLC has also created a template news release which cities can modify and use with local media available online.

Contact Carson Kerr at [ckerr@klc.org](mailto:ckerr@klc.org) or 1-800-876-4552 or go to [www.klc.org](http://www.klc.org) to access FAQ's, the media release and more information about the RX Drug Card Program.

## [KLC IN THE NEWS]

KLC has been in the news a lot lately and we want members to be up-to-date on what's happening. Members receive information via email as needed and can also stay updated with the latest information online at [www.klc.org](http://www.klc.org). Just click on the icon for FAQs, news releases and more.

## [CORNERSTONE PARTNERS]

### WELCOME NEW PARTNERS

#### PEPCO ENERGY SERVICES (Limestone Level)

Energy Efficiency Services  
Mr. Manuel Vera  
1300 N. 17th St., Suite 1600  
Arlington, VA 22209  
[mvera@pepcoenergy.com](mailto:mvera@pepcoenergy.com)  
[www.pepcoenergy.com](http://www.pepcoenergy.com)

#### SOPHICITY (Limestone Level)

Technology  
Mr. Dave Mims, President  
1750 Founders Parkway, Suite 126  
Alpharetta, GA 30009  
770-670-6940  
[davemims@sophicity.com](mailto:davemims@sophicity.com)  
[www.sophicity.com](http://www.sophicity.com)

#### STRINGFELLOW, INC. (Limestone Level)

Equipment, Including Public Works  
Mr. Mark Dodds  
Kentucky Sales Manager  
9053 Fern Creek Road  
Louisville, KY 40291  
[mark@stringfellow.bz](mailto:mark@stringfellow.bz)  
[www.stringfellow.bz](http://www.stringfellow.bz)

## [MEET ME AT KLC]

### BECKY WATTS, SENIOR ACCOUNTANT



Becky joined KLC on October 1, 2008. As senior accountant, she works with other accounting team members managing KLC, KLCIS and the NewCities Institute financial data. Before coming to KLC, Becky worked for several years as an accountant in the home health care industry and in corporate accounting. Currently Becky is pursuing a higher degree in accounting through Strayer University. Becky and her husband, Scott, live in Cynthiana and have two dogs.

## KLC CONFERENCE AND EXPO'S "GREEN DAY" IS SEPTEMBER 24

### Kentucky Cities: Green Cities

By Joe Ewalt, KLC Director of Policy Development

At a Green Cities Conference this spring, my overriding impression as a Kentuckian was, "Boy, are we ever behind!" The conference was held in Portland, Ore., a city that recycles two-thirds of its garbage and provides a world-class network of light rail, trolleys and buses that makes it easy to do without a car. Just being there magnified the impact of three days of workshops touting climate change, sustainability, energy conservation and reduction of our carbon footprint.

Toward the end of the conference my dismay faded and I realized that our not-so-green status is actually a great leadership opportunity for the Kentucky League of Cities and the elected officials of its more than 380 member cities. We are approaching the end of an era of excessive consumption and are standing on the threshold of an era of downsizing and efficiency. There is awareness-raising to be done and a great deal of sustainability planning that needs to be undertaken, but cities like Portland have pointed the way and have much to offer when it comes to best practices.

Carbon footprint reduction may be an alien concept in some of our smaller cities, but if you Google "carbon footprint" you'll find over six million sources of information, many of them quite basic. But, long before Kentucky city councils and commissions start debating the fine points of

carbon reduction and climate change, there are plenty of simple, practical steps that local leaders can take to conserve energy and decrease pollution.



Introducing local leaders to the first steps on the road to sustainability was the goal when KLC teamed with its New Cities Institute and the Kentucky Energy and Environment Cabinet in 2008 to create the Kentucky Sustainability Institute. Its mission, supported by a grant from the Environmental Protection Agency, is to focus city officials on practical changes that will pay for themselves over time by reducing energy consumption. There are examples all over the country of cities where leaders listened to their constituents and then made themselves examples of best practices with changes such as aggressive recycling programs, updated lighting and HVAC systems, and more efficient vehicles.

All of those things will help a city reduce its carbon footprint, but if you want to compete for energy related federal stimulus grants this summer, you will need a more sophisticated plan than changing light bulbs and hoping for the best. Federal officials say they will expect energy conservation proposals to include data demonstrating need and a method of measurement that will be capable of showing that the project is having the desired impact on energy consumption. Successful proposals will also need to document the fact that local leaders consulted residents of the city when a green strategy was developed.

Climate change and carbon footprints are not easily understood concepts for the average person but the process of making cities more sustainable starts with communication. Elected leaders need to raise awareness about the need to curtail energy consumption. Next comes a search for options; local leaders then need to engage members of community in setting priorities for changes that make sense locally. Even after new policies are implemented the communication process continues, shifting to reporting results and facilitating program evaluation. One sensible step at a time and, before you know it, your city will be going green.

## WRITE LIKE A PRO >>>>>

### Streamline City Communications

*The Lord's Prayer* is 66 words, the *Gettysburg Address* consists of 286 words, and the *Declaration of Independence* has 1,332 words. Yet, government publications are notoriously lengthy and let's face it, sometimes pretty confusing.

As a public official or employee, clarity should be the goal of anything you write or distribute.

Experts say that most people

can only comprehend sentences of 15 words or less and with the migration to reading more online, brevity is important.

To practice writing for the Internet or just making your writing succinct and clear, try this exercise:

Take the last three or four pieces you wrote (letters, memos, opinion pieces) and challenge yourself to cut it in half while retaining core information and

meaning. You'd be surprised how you can make your writing sing when you cut out all the fluff.



### KLC Direct

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*The voice of Kentucky cities.*

**KLC Direct** is published monthly by the Kentucky League of Cities (KLC). KLC is a voluntary association of nearly 400 cities and provides a multitude of services to assist in improving local government. Please address any correspondence to *KLC Direct*, Kentucky League of Cities, 100 East Vine Street, Suite 800, Lexington, KY 40507-3700. Phone (859) 977-3700 or 1-800-876-4552. Fax (859) 977-3703. [www.klc.org](http://www.klc.org).

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2009 KLC CONFERENCE & EXPO HIGHLIGHTS >>>>>

**DAY-BY-DAY** - 43 MORE REASONS TO COME TO THE KLC CONFERENCE & EXPO!

**WORKSHOP SCHEDULE**

**WEDNESDAY – SEPTEMBER 23**

- 10:00 AM - 12:00 PM **"Envisioning a Future for Small to Mid-Sized Cities"**  
With Joel Kotkin and Delore Zimmerman, Ph.D., President, Praxis Strategy Group
- 12:15 PM - 1:45 PM **Lunch & Keynote Address** by Dr. T. Pearce Lyons, President & Founder, Alltech, Inc.
- 2:15 PM - 4:15 PM **FMLA Special Update**  
Presenter: Amy Letke, President, IntegrityHR
- 2:15 PM - 4:30 PM **Breakout Sessions** Presenter: Sylvia L. Lovely, Executive Director/CEO, KLC and President, NewCities Institute
  - Building a Narrative for Your Region**  
Presenter: Joel Kotkin, Author and Futurist
  - Technology: Are You There?**  
Presenter: Delore Zimmerman, Ph.D., President, Praxis Strategy Group

**THURSDAY – SEPTEMBER 24**

- 9:45 AM - 11:45 AM **Cracker Barrels**  
HR from A-Z with IntegrityHR  
Public Service Commission Regulation of Municipal Utility Rates  
Tracy Farmer Institute for the Environment  
Ask-a-Lawyer  
Drug Free Certified Workplace  
KLC Insurance Services  
KLC Financial Services  
KLC Online University  
Training on the Brain  
Wage and Hour Questions  
Business as Usual: What to do When Disaster Strikes  
Economic Stimulus Details  
Creating Healthy Communities for All  
Occupational Taxes & Business Licenses: How Much is Your Community Missing?  
Kentucky at Work: Housing Stimulus Monies  
2010 Census: It's In Our Hands, Ben Johnson  
Recycling Urban Property  
Community 2.0  
Partnerships of NewCities
- 10:00 AM - 12:00 PM **Interim Joint Committee Meeting**
- 1:15 PM - 2:00 PM **General Session**  
**Green Initiatives from the State**, Secretary Jonathan Miller, Finance & Administration Cabinet, Commonwealth of Kentucky
- 2:15 PM - 3:15 PM **Workshops**  
**Grant Writing: The Basics & Beyond**  
**Going Green in Kentucky: KSI Updates**  
**Open Meetings**  
**Managing Medical Leaves & FMLA**
- 2:15 PM - 4:30 PM **Mobile Workshop**  
**Experience the City Park of the Future**
- 3:30 PM - 4:30 PM **Workshops**  
**GASB 54: What Can We Spend?**  
**Red Flags & Identity Theft Threats for Municipal Utilities**  
**Reviving Cities & Towns: The Best Stimulus Package the Commonwealth DOESN'T Have**

**FRIDAY – SEPTEMBER 25**

- 9:30 AM - 11:30 AM **General Session - Social Media 101 and Expert Panel**  
Moderator: Jason Falls, VP, Director of Interactive & Online Communications, Doe-Anderson
- 2:00 PM - 3:00 PM **Workshops**  
**Survey Says! Options for Assessing Citizen Opinion on Community Issues**  
**Showcase of 2009 Enterprise Cities Award Winners**
- 2:00 PM - 3:30 PM **Workshop**  
**An Injured Employee! What Do I Do???**
- 2:00 PM - 4:00 PM **Workshop**  
**Planning and Zoning (for non-attorneys)**
- 2:00 PM - 5:15 PM **Workshop**  
**City Attorney CLE – Planning and Zoning**

*Schedule subject to change.*

**THREE CONFERENCES IN ONE**

**Blueprint for Success \* Green Day \* Be Social**

We've redesigned the KLC 2009 Conference & Expo to highlight three key areas that affect your city today and tomorrow. You'll participate in discussions about economic and demographic strategies for the future, managing green and fiscal resources, and harnessing the power of online tools and social networking. But we haven't forgotten about the basics so the conference will offer a number of sessions on "nuts and bolts" information that you will use everyday.

**Kentucky cities can be at the forefront in the new economy. Nationally renowned speakers present what you should be doing right now to build a better city and address today's challenges and tomorrow's opportunities.**



**WEDNESDAY  
SEPTEMBER 23**

Led by Sylvia L. Lovely  
Executive Director/CEO, Kentucky League of Cities

- ♦ Rise and Shine Kickoff Breakfast with The Laugh Doctor™
- ♦ Opening Session with Strategic Futurists Joel Kotkin and Dr. Delore Zimmerman "Envisioning a Future for Small to Mid-Sized Cities"
- ♦ Lunch with Dr. T. Pearce Lyons, Alltech, Inc.
- ♦ Afternoon Breakout Sessions
- ♦ KLC Report to Membership and Annual Business Meeting
- ♦ Welcome Reception
- ♦ Dinner on Your Own
- ♦ Hospitality Suites

**Learn how green policies save money as well as the environment. Find out where to access grants and resources, as well as how best to partner with businesses, citizens, legislators and the media to make your city green.**



**THURSDAY  
SEPTEMBER 24**

Led by Mayor Elaine Walker, City of Bowling Green (named one of the nation's 14 "greenest" mayors by MSNBC) and Tad Long, Business Development Director, NewCities® Institute

- ♦ Breakfast in Expo Hall
- ♦ Cracker Barrels/Networking
- ♦ Interim Joint Committee on Local Government
- ♦ Lunch in Expo Hall
- ♦ Best Practice Presentations on Green, Cost Saving Initiatives
- ♦ Green Mobile Workshop and Tour of Sanitation District 1's Award Winning Public Service Park
- ♦ Association Meetings and Optional Activities
- ♦ President's Banquet and Individual and Legislative Awards
- ♦ Entertainment

## Hit the Links!



### KLC Golf Scramble

**Who:** All Conference Attendees, City Officials, City Employees and Cornerstone Partners **What:** KLC Golf Scramble 2009 **Where:** Devou Park, 1344 Audubon Road, Covington, KY **When:** Tuesday, September 22, 2009, Registration - 9:00 a.m., Shotgun Start - 10:00 a.m. **Continental breakfast and lunch will be provided.**

### Get a Room!

**ROOM DEADLINE: SEPTEMBER 2**

For your convenience KLC has negotiated affordable rates with several conference hotels including the Marriott, Embassy Suites and Radisson.

Check out details and book it!

### Explore the Expo and Exhibits!

More than 125 exhibitors, special large equipment displays and a variety of demonstrations showcase valuable municipal products and services.

### Boogie All Night!

After we honor our leaders and peers with the glamorous President's Banquet, hit the dance floor and move to the sounds of Endless Summer!

### And the Award Goes to...

Celebrate cities with the 2009 Enterprise Cities Awards. And, join KLC in recognizing the City Official of the Year and the City Employee of the Year.

What is a "Twitter" anyway and why should you care? Get the basics on social media with interactive sessions covering online tools, citizen engagement, social networking (Facebook, Twitter, blogs, etc.) and the realities of instant online media.



## Be Social

FRIDAY  
SEPTEMBER 25

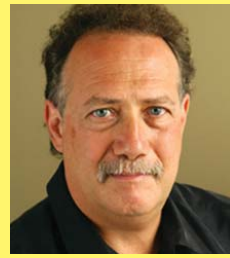
Led by Jason Falls, Vice President, Interactive & On-Line Communications, Doe-Anderson, Louisville

- ♦ Registration
- ♦ Breakfast
- ♦ Social Media 101
- ♦ Expert Panel on Social Networking with Q & A
- ♦ City Achievement Awards Luncheon (includes Enterprise, POESI, individual and insurance awards)
- ♦ 2009 Enterprise Cities Awards Winners Showcase
- ♦ Workshops (Planning & Zoning, Online Surveys and An Injured Employee: What Should I Do?)
- ♦ CLE Workshop
- ♦ One-on-one Assistance - Set up a Facebook Page for Your City

Schedule subject to change. **Questions? Call KLC at 1-800-876-4552.**

## FEATURED GUEST SPEAKERS

### Joel Kotkin, Author and Futurist



Joel Kotkin is an internationally recognized author and futurist and is an authority on global, economic, political and social trends. Kotkin is also a researcher currently studying revitalization and the future of American communities, as well as an author, editor and commentator. As a journalist, he was a regular contributor for *The New York Times*, *The Wall Street Journal*, *Forbes* and *Inc.* magazine and on Politico.com. His book, *The City: A Global History*, has been published in the United States, the UK, Europe, China, Japan and Korea.

### Delore Zimmerman, Ph.D. President, Praxis Strategy Group

Dr. Delore Zimmerman is an international strategist devoted to analyzing and discussing the places where we live and work. Recently, his work has included helping businesses and communities build competitive, innovation-based economies in the global, networked economy. He has worked in Ghana, Wales, England and South Korea advising regional technology and development organizations and has worked with business groups from Russia in agricultural processing and construction to advise them on productivity and competitive strategies.



### Pearce Lyons, Ph.D., President, Alltech, Inc.



T. Pearce Lyons is the founder and president of Alltech, Inc., a global animal health company that employs more than 1,900 people and has a presence in 113 countries around the world. Today, the \$400 million company is a global leader in the animal health industry and is the principal sponsor of the 2010 World Equestrian Games. Lyons has received numerous awards and recognitions and has authored more than 20 books and research papers. Lyons is well known for his ability to relate local products, services and communities to their place in the global market. His personal story from his childhood as a boy in Ireland to his worldwide success is remarkable and inspiring.

### Jason Falls, Vice President, Director of Interactive & Online Communications, Doe-Anderson Advertising

Jason Falls, a Pikeville, Kentucky native, is an internationally recognized expert on public relations, social media and online communications. He established himself and Doe-Anderson as pioneers in the social media marketplace. Falls ranks as one of the top 30 bloggers worldwide in the area of social media and currently blogs on SocialMediaExplorer.com. He speaks to groups from Las Vegas to London (England) on the use of social media and online engagement.



### Clifford C. Kuhn, MD, The Laugh Doctor™



The Laugh Doctor™ is a physician, medical school professor, comedian, speaker and personal consultant who helps individuals and groups enhance performance, productivity and health by creating and sustaining more fun and tapping into their "humor resources." A native of Philadelphia, Dr. Kuhn graduated from Ursinus College and Jefferson Medical College before receiving his psychiatric training at the University of Michigan. He is the recipient of many awards and accolades for his accomplishments as an academician and teacher.

## The Next Generation

By Kevin Frazzell, Rachel Walker and Lena Gould

*Have you noticed some of the perplexing young people now working for your city? They're driving the snow plows, and working in the next cubicle. Yikes, these people are really different! Who are they? When did they get here? And what do they want anyway?*

Like every generation before them, the young—those 40 and under—are starting to push society in new directions. Cities will face new challenges as younger generations make up more of the voting and property taxpaying. And as hired employees, they will present cities with new opportunities and challenges.

Younger employees have a new set of expectations for their employers. They are also much more ethnically diverse, so the challenges of language and culture will be added to the normal stresses of generational shift. Keep in mind that the observations we make here about the younger generations in the workforce are generalizations. But cities may need to change how they do things in order to attract and retain young workers.

### Different factors shape generations

While Generation X (born 1965–1976) and the Millennial Generation (born 1977–1995) share many of the basic values of their parents and grandparents, they have also developed their own styles, attitudes and world views that differ in important respects from those of their predecessors.

Every generation is shaped by its own set of cultural experiences. Our oldest employees and elected officials, those now retiring in large numbers, were shaped by the twin forces of the Great Depression and World War II. Resources were scarce and opportunities limited, so “carrying one’s own weight” and conforming to group norms were highly important and reinforced as ways to survive and adapt under difficult circumstances.

The Baby Boomers, born between 1946 and 1964, were shaped by times of rapidly rising affluence, the advent of mass communications and a greater emphasis on individual expression.

So, what factors most influenced the newest generations—Generation X and the Millennials? First, they grew up during times of prosperity and optimism—the “morning in

America” promises of the Reagan years followed by the economic and technology boom of the 1990s. For many, the necessity of an after school or summer job



was replaced by the opportunity to participate in recreation, sports, music lessons and family vacations that spanned the country if not the globe. The emphasis on individual expression, already prevalent with the boomers, went even further to emphasize and constantly affirm the inherent value of each individual. Competition was increasingly replaced with an “everyone is a winner here” approach.

Younger workers are highly oriented to technology as a way to get things done and also as a way to connect with others. (Text messaging or “MySpace,” anyone?) They are looking for a more immediate impact from the activities they become involved with, and they are impatient with long-term approaches to making change.

But not all has been rosy for these generations. Both Gen Xers and Millennials tended to grow up as latchkey children, so they learned early to become very self-reliant. They have witnessed the era of corporate scandal and downsizing, environmental degradation, growth of international terrorism and failure to manage the federal debt. They have come to rely more on themselves, as well as their families and friends, than on institutions they are not sure they can trust.

### Different views on work

Unwilling to leave their fate in the hands of impersonal organizations, the younger generations believe they must take responsibility for their own economic well being and happiness. Career success, they believe, will come more from building their own flexible portfolio of transferable skills than in being loyal and “paying their dues” in any one

organization. They have been told repeatedly that during their work years they will change not only jobs, but also careers, several times.

Seeing themselves as unique individuals, they want to work for organizations that offer flexibility and a broad approach to pay and benefits. These generations value a “balanced” lifestyle.

### Working with younger employees

It would be easy to fall into the trap of asking, “What’s wrong with these young people?” But then you ignore the many positive aspects of their world view, and their willingness to get involved and make a difference on terms that make sense to them. For example, they are weary of partisanship and endless debates and conflicts that seem to accomplish nothing. They want better discussion about the circumstances of their lives, including in the workplace.

Additionally, they don’t respond well to direct orders, but prefer their bosses to take the time to explain things to them. They appreciate if older colleagues and organization leaders treat them with respect and listen to them as people who might have something helpful to contribute. They like a loose supervisory style: Knowing that the United States faces an impending labor shortage, their attitude is, “If I can’t find what I’m looking for here, I’ll quit and go work someplace where I can find it.”

Upon learning that local government can be flexible and accomplish community goals that matter, many have been persuaded that cities can offer a good career—a place both to build personal skills and to make a difference.

### Recruitment ideas

So what can cities do to attract the next generation of workers? Here are some ideas:

- Demonstrate that city governments actually get things done; share success stories.
- Start paying attention to the pipeline for city workers in all types of positions, including administrative work.
- Connect with students of all ages, K–12, undergraduates, graduate students.
- Tell stories about what city

(continued page 7)

## [CITY PROFILE]

### “2020” PROGRAM LAUNCHES IN HARLAN

By Michelle Seger

Harlan County's residents have always loved the natural beauty of the area of Kentucky they call home, but many throughout the state have never known its charm. Far from any interstate, it's not easy to access Harlan County. Some have expressed that people and deliveries simply come in, turn around and go back out again without ever experiencing the people and attractions of Harlan County and its many communities.



Members of the Harlan “Adopt-a-Vacant Building” team.

That is all about to change. A new community development foundation is working with the NewCities Institute, the Appalachian Regional Commission and the Brushy Fork Institute, to increase tourism and the quality of life for people living in Harlan County. Kathy Jones, who is instrumental in implementing the project said Harlan “needs to build on what it already has.”

Harlan 2020 works to provide leadership training, planning and monetary assistance to groups that want to better the county. The foundation showcases its successes in the hopes that others will follow, wanting to better something about their own neighborhoods. Jones said, “We want you to want to help.”

Perhaps the most exciting project is the Adopt-a-Vacant Building program created by a group of students from Harlan County High School.

Many storefronts in the City of Harlan have been empty for some time. Collecting dust, they don't reflect the positivity of the town. HCHS student William Parker explained that “downtown Harlan used to be the place to be,” but today that isn't the case. So, the students began to clean and decorate the empty spaces to encourage interest in the downtown area.

In this ongoing program, William and other students began to clean one downtown storefront. The students' energy has proven contagious, prompting others to join the beautification effort. Before they knew it, the storeowner next door, a professional painter, wanted to get involved.

According to William, the point of the project is to entice new businesses to come to Harlan and to encourage old ones to begin again. The cleanup at the Bissells building is the most notable accomplishment of this effort. After just two days, the owner decided to reopen her business. Business has been brisk.

The Adopt-a-Vacant Building project

(continued page 7)

## When Lightning Roars Go Indoors!

As late summer days linger, storms can bring danger for citizens - particularly those playing sports, on golf courses and enjoying other outdoor activities. According to the National Weather Service, an estimated 25 million lightning flashes occur each year in the United States killing an average of 57 people annually.

Lightning is a big spark...static electricity on a giant scale and is very dangerous. The National Lightning Safety Institute's website includes checklists on minimizing the risk of lightning for all types of structures, even air terminals and also has information on lightning related grounding and bonding issues. The most important rule is "when lightning roars, go indoors." Lightning can strike as far as 10 miles from the area where it is raining. That's about the distance you can hear thunder. If you can hear thunder, you are within striking distance. Seek safe shelter immediately.

In Kentucky, 12 deaths occurred between 1990 and 2003 (the last data cycle), but that's 12 too many. The National Weather Service offers the following advice, which cities can share with citizens via city websites, PEG TV channels or in city publications or materials.

Lightning advice from the National Weather Service:

- ♦ **Watch for developing thunderstorms.** Thunderstorms are most likely to develop on spring or summer days but can occur year round. As the sun heats the air, pockets of warmer air start to rise and

cumulus clouds form. Continued heating can cause these clouds to grow vertically into towering cumulus clouds, often the first sign of a developing thunderstorm.



- ♦ **When to seek safe shelter.** Lightning can strike as far as 10 miles from the area where it is raining. That's about the distance you can hear thunder. If you can hear thunder, you are within striking distance. Seek safe shelter immediately.
- ♦ **Outdoor activities - minimize the risk of being struck.** Most lightning deaths and injuries occur in the summer. Where organized outdoor sports activities take place, coaches, camp counselors and other adults must stop activities at the first roar of thunder to ensure everyone has time to get to a large building or enclosed vehicle. Leaders of outdoor events should have a written plan that all staff are aware of and

enforce.

- ♦ **Indoor activities.** If inside a building, stay off corded phones, computers and other electrical equipment that put you in direct contact with electricity. Stay away from pools (indoor or outdoor), tubs, showers and other plumbing. Buy surge suppressors for key equipment. Install ground fault protectors on circuits near water or outdoors. When inside, wait 30 minutes after the last clap of thunder before going outside again.
- ♦ **Helping a lightning strike victim.** Lightning victims do not carry an electrical charge, are safe to touch, and need urgent medical attention. Cardiac arrest is the immediate cause of death for those who die. Some deaths can be prevented if the victim receives the proper first aid immediately. Call 9-1-1 immediately and perform CPR if the person is unresponsive or not breathing. Use an Automatic External Defibrillator if one is available.

In summary, with common sense, you can greatly increase your safety and the safety of those you are with. At the first clap of thunder, go to a large building or fully enclosed vehicle and wait 30 minutes after the last clap of thunder before you go back outside.

For more information, visit [www.lightningsafety.noaa.gov](http://www.lightningsafety.noaa.gov).

>>>>> [CONT. FROM PAGE 6]

## City Workforce of the Future: The Next Generation

employees actually do.

- ♦ Quit telling negative "war stories" and start reframing the job as policy leadership.
- ♦ Make sure younger workers have access to cutting-edge technology and let them use it in non-traditional places.
- ♦ Offer opportunities for significant responsibility and professional development.
- ♦ Adopt supervisory practices more in line with what younger workers want: independence, periodic feedback, opportunity for mentoring with senior employees, and a work environment that is fun and stimulating.

- ♦ Change city work policies to allow more flexibility: flex time, part-time options, and telecommuting.

Recognize that these generations don't see themselves looking for lifetime employment; determine how their immediate interests and goals can be aligned with the needs of your city. All of this doesn't mean you can't or shouldn't have standards and set expectations. Your city still has to get the work done. Perhaps the answer lies as much in your attitude as it does in what you do. Imagine the creativity, strength, and flexibility of a city that brings together the best of what each generation has to offer. After all, you do serve these same generations as citizens.



*This article was printed with the permission of the League of Minnesota Cities and was co-authored by Kevin Frazell, a Baby Boomer; Rachel Walker, a Gen Xer; and Lena Gould, a Millennial, who work happily together in the Member Services Department of the League of Minnesota Cities (LMC), and together staffed the LMC Demographics Task Force. It was edited by Terri Johnson, KLC Senior Communications and Marketing Manager.*

## [KLCIS NEWS]



### POLICE DEPARTMENTS RECEIVE 100 PERCENT ON LAW ENFORCEMENT SCORECARD

The Kentucky League of Cities Insurance Services conducts loss control surveys and scorecards for members that can lead to reductions in premiums. Throughout the course of a policy year the loss control staff will visit cities, fill out a loss control scorecard and make recommendations to members on ways to improve safety, reduce claims and implement best practices. Scores are weighted based on the size of the city and can lead to reductions in premium.

Congratulations to these KLCIS members whose police departments have received a 100 percent score on their law enforcement scorecards.

- ♦ Audubon Park
- ♦ Owensboro
- ♦ Calvert City
- ♦ Shepherdsville
- ♦ Fort Mitchell
- ♦ Shively
- ♦ Glasgow
- ♦ Nicholasville
- ♦ Independence

*Questions about how your department can achieve this distinction? Contact KLCIS Law Enforcement Specialists Tony Hampton ([tahampton@klc.org](mailto:tahampton@klc.org)) or Mark Filburn ([mfilburn@klc.org](mailto:mfilburn@klc.org)) or 1-800-876-4552.*

### "2020" PROGRAM LAUNCHES IN HARLAN [CONT. FROM PAGE 6]

has helped many people take pride in the community. Ashley Parker commented, "I have seen several people stop and actually look in the windows when normally these buildings never get a second glance."

The project also focuses on breaking down stereotypes about Harlan through beautification and cleanup efforts. Many in Harlan feel that the negative images shown on the news about their community don't accurately reflect their home. Cleaning and decorating windows has brought some positive attention to Harlan.

The Adopt-a-Vacant Building project is now taking a break. But be assured, the work will not stop here. The students are determined to clean up every possible building they can.

"Harlan County is a beautiful area with beautiful land and wonderful people," said Ashley. "It has so much potential, but it will take all of our community to keep it clean and growing."

*The Adopt-a-Vacant Building mission statement is to beautify Harlan County in order to reverse some of the negative stereotypes associated with our community. For more information on Harlan 2020 visit [harlan2020.com](http://harlan2020.com) or contact Harlan Councilmember Jeff Phillips at [jeff.phillips@harlan.kyschools.us](mailto:jeff.phillips@harlan.kyschools.us).*

## Lessons for Grown-Ups



Connie Lawson  
KLC President and  
City of Richmond  
Mayor

It is hard to believe it's almost time for the KLC Conference & Expo. This year's conference will be unlike any other because it will consist of three conferences in one. The focus will be on creating opportunities for the future, green investments and resources, and engaging citizens through social media. I'm eager to learn more about all of it and take lessons back to my city.

I love to learn. Learning lessons is part of life. Whether it is in personal or professional matters, there are different kinds of lessons. Some aren't easy. But what we take from them often helps define us.

So it is with KLC right now. Our Board, executives and staff are addressing valuable findings about operations and oversight. And, I'm sure more lessons are in store.

We're using the recent media scrutiny as an

opportunity to self-assess. As a result, I'm confident that KLC will become more transparent and even more valuable to its members.

As Board President, I see this process as a mixed blessing. Right now, KLC is under scrutiny and our boards are spending time (a lot of time) addressing policies and procedures. Frankly, these reviews are probably overdue.

Audits are underway with State Auditor Crit Luallen's team as well as our regularly scheduled Department of Insurance audit and our regular annual audit. And as you may know, I have established two task forces to review polices and procedures as well as financial oversight. What we will have within a few weeks is a framework by which we can strengthen the way KLC does business.

However, I'm sure that you, like me, truly appreciate KLC and its dedicated staff that provide our cities with many valuable programs. I'm proud to be part of an organization that has been member driven, innovative, responsive and financially successful for more than 80 years.

The part of this that is heartbreaking is what gets lost. KLC is truly a remarkable organization that provides unparalleled services to its members. Our legal department, our legislative team, financial services, KLC Insurance Services (KLCIS) and the list goes on. For instance KLCIS has eight loss control people in the field whose jobs are to help cities be safer and stronger. We get so much good from KLC.

No other organization can do what KLC and KLCIS do for cities.

So that is the lesson I hope to share. KLC is a terrific association. We all choose to be members, primarily because of how well KLC serves us. And though it is terrific, it can always be better. And, that's what is happening now.

A saying I like is "change or die." The boards of directors of KLC and KLCIS are committed to the right kind of change for KLC. Please don't hesitate to call us at any time with questions.

I hope to see you at the KLC Conference & Expo in a few weeks where we can have some constructive dialogue and continue to learn from each other.

# KLCDirect is back!



**Hello. It's back.** As you may recall reading in our May issue of *KLC Direct*, KLC communications was looking forward to the prospect of a new membership magazine.

The magazine has been postponed for a while so we're happy to announce that *KLC Direct* is back!

We do appreciate the enthusiasm KLC members showed about the magazine, particularly those who sent in suggested names. And, they won't

go to waste. Eventually, we do hope to have a magazine, probably in 2010. The entries are safely tucked away in the KLC Communications Department. The member with the winning name will be awarded when the magazine launches.

That said, we're happy to return to providing you with *KLC Direct*. And we **really** hope you, our members, will send us story ideas.

In the immortal words of those guys from the old Bartles and James commercials, "thanks for your support." We look forward to continuing to inform members and tell your stories.

*KLC Communications*

## Look what you've been missing (if you're not reading *KLC DirectLine*)

*KLC DirectLine* is our **weekly** membership e-blast packed with links to all kinds of valuable member information.

In the last month, KLC shared information on topics such as:

- ◆ Millions of dollars in grants and stimulus funds
- ◆ A lawnmower recall
- ◆ Funding for local and regional airports
- ◆ Minimum wage news
- ◆ Nomination procedures for the KLC board
- ◆ Planning and zoning training
- ◆ Recognitions of police departments with 100 percent KLC loss control scorecard scores



This weekly newsletter is timely and cost effective. If you don't read *KLC DirectLine*, you don't know what you're missing.

**Not getting it? Let us know immediately. Email Terri Johnson at [tjohnson@klc.org](mailto:tjohnson@klc.org).**

Pass this issue on to:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

*KLC Direct is designed internally to save our members money.*



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