

Oregon Chapter APWA Strategic Planning Meeting Minutes



Date: **November 9, 2007**

Location: Otak – Lake Oswego, OR

Board Members Present	Board Members Absent	Visitors
Kurt Corey – President	Lila Bradley – Past President	Brian Van Norman
Rick Olson – President Elect	Eric Rouse – Director	Barbara Blair
Gregg Weston – Secretary		Victoria Saager
Yvonne McClain – Treasurer		Kevin Timmins
Hugh Kalani, National Delegate		Gordon Munro
Marty Andersen – Director		Paul Klope
Jim Carnahan – Director		Todd Watkins
Peggy Keppler – Director		Gordon Merseth
Bob Patterson – Director		Mark Schoening
Ken Fuller – Director		Eric Jones
		Jim McLaughlin
		Christopher White

Meeting called to order at 9:00 AM by President Kurt Corey

Approval of Minutes

The minutes of the October regular board meeting were approved as submitted.

Treasurers Report

Yvonne McClain provided the Treasures Report and noted that she is working with Maggie Vohs, Cameo Management to reconcile the credit card charges for the Fall Conference. Yvonne requested that Maggie provide more detail on credit card transactions (i.e., education school or conference). Yvonne is also working with Maggie to reconcile the Education Account. The Board agreed to delay the approval of the

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Treasures Report until the Education Account with Cameo Management has been reconciled.

New Business

City of Troutdale Request Regarding Kevin Rauch

A Motion of a \$450 donation made to the family of Kevin Rauch to assist with his needs was presented and approved. The Board agreed and approved that an email should be sent out to the general membership regarding Kevin Rauch along with the Boards intent of a donation.

Gordon Munro brought up the subject of conferences being held in different locations around the State in order to get more of the local smaller jurisdictions at the conferences. Gordon suggested that we come up with an outreach for the smaller local communities to attend the conference with some kind of incentive for them to attend even if only for one day. The planning committee for the Spring Conference will look at this and see what can be done.

Strategic Planning Workshop

Welcome and Introductions

Kurt Corey introduced Brian Van Norman and thanked him for attending our November Board Meeting and helping us with our Strategic Planning.

Brian handed out copies of National President, Larry Frevert's seven priorities. Brian noted the following is going on at the National level:

- Online nominations for National positions will be available on the website December 1, 2007.
- There will be a Membership Summit in Denver, March 5-7, 2008. National will provide a \$500 stipend to all Chapters that wish to send a representative the stipend will include meals.

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- A community outreach will be held at National Congress in New Orleans. Chapters can donate blocks of time to help with the conference and offset expenses. Additional information will be sent out after the first of the year.

Strategic Planning

- **What is it and Why do We do It?**
 - Better blueprint on how we continue with our business.
 - Renews our commitment to the organization. Understand why we are doing strategic planning.
 - Opportunity to find out if we need to change our plans.
 - Allows us to communicate a goal. Identify and manage goals. Allows us to be proactive at our goals.
 - Five step process (see power point for five points)
 - Pitfalls as to why plans don't work (see power point)

Chapter Capacity Building Self-Review

- **Prospecting the “Major League” Issues for the Chapter**
The group identified the following as the Oregon Chapter's Major Issues:
 - 1) Outreach to young professionals
 - 2) Outreach to smaller communities
 - 3) Outreach to “line staff”
 - 4) Linking/partnering with other professional organizations
 - 5) Outreach to smaller consulting firms
 - 6) Member retention
 - 7) Defining membership benefits
 - 8) Outreach across the state – geographical distribution
 - 9) Staying relevant – active and meaningful committee assignments
 - 10) Recruiting employees into the Public Works profession
 - 11) Outreach to large public works organizations within the chapter
 - 12) Defining what is public works and taking the message to the public

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- 13) Advocacy (14) Marketing and Media outreach
 - 15) Need to create a strategic plan for the chapter
 - 16) Developing a networking system between public works departments – knowledge bank of resources
 - 17) Succession planning for the chapter leadership
 - 18) Maintain strong financial position
 - 19) Outreach to mayors/city councils
 - 20) Outreach to statewide government organizations and associations
 - 21) Expanding educational programs
 - 22) Develop a plan for the chapter's educational foundation
 - 23) Increase involvement of chapter and its members with APWA National – members serving on committees, etc.
 - 24) Promote the benefits of APWA membership
 - 25) Utilizing retired members for service to the chapter
- **Scouting Report from Inside the Chapter–Strengths and Weakness Analysis**
The group identified the following as the Oregon Chapter's Strengths and Weaknesses:

Chapter Strengths

- 1) Education programs
- 2) Size of chapter membership
- 3) Financial position
- 4) Active core group of members
- 5) Award recognition
- 6) Strong presence at the National level
- 7) Full and active program calendar throughout the year
- 8) Partnership with ODOT
- 9) Organization's dynamics

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- 10) Conferences
- 11) Newsletter/Web – communication tools to members
- 12) Balance of public and private representation on the Board
- 13) Distribution of Board members across the state
- 14) Forward approach – willing to try new approach and programs
- 15) Strength of education foundation
- 16) Experienced members are active members
- 17) Emerging leaders and accreditation program participation – embrace APWA National programs
- 18) Active committee structure
- 19) APWA Oregon is a respected organization

Chapter Weaknesses

- 1) Lack of promotion of chapter to external audiences
- 2) Inactive committees
- 3) Large percentage of inactive membership
- 4) Lack of young professionals as members
- 5) Limited focus on the various public works disciplines
- 6) Need a plan to leverage chapter resources
- 7) Not communicated the need for and identified roles and responsibilities of committees
- 8) Geographical barriers across the state
- 9) Need to identify members' needs and potential members' needs
- 10) Lack of relationships with higher education institutions
- 11) Lack of industry relationships
- 12) Board is compromised mostly of upper-management
- 13) Need to increase employer support for APWA

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14) Depth of key leadership positions

- **Identifying the Opportunities and Threats Facing the Chapter**

The group identified the following as the Oregon Chapter's Opportunities and Threats:

Chapter Opportunities

- 1) Market to larger organizations
- 2) "Untapped" talent across the state
- 3) Use of technology for education programs
- 4) Focus on technical sessions for younger members
- 5) Need for chapter legislative agenda
- 6) Increase partnership opportunities
- 7) National political climate – opportunities for public work projects
- 8) Educate and inform public on what is public works
- 9) Discuss & present on issues – water shortages, climate changes and outsourcing
- 10) Connect with surrounding APWA chapters
- 11) Sustainability of infrastructure – opportunity to be a leading voice
- 12) Promote chapter's successes
- 13) Promote why active membership is beneficial to member and chapter
- 14) Be the "voice" of the industry
- 15) First timers program
- 16) Accreditation and Certification programs
- 17) Expand awards program
- 18) Newsletters and brochures as outreach to non-members
- 19) Share public works news through a centralized public relations effort/outlet
- 20) Select a chapter media "spokesperson" to represent chapter
- 21) Article development for APWA National publications

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- 22) Establish working relationships with Oregon Congressional representatives
- 23) Outreach to high school students

Chapter Threats

- 1) Lack of support from cities and employers to support chapter – through membership dues and providing professional development training
- 2) Economic slowdown – cuts in professional development budgets
- 3) Technology can affect educational delivery systems used by the chapter – i.e. face-to-face conferences
- 4) Over commitment of members
- 5) Information overload
- 6) Regulatory overload
- 7) Lacking of funding for staff and public works projects
- 8) Not using or overuse of technology
- 9) Issues – water shortage, climate change and outsourcing
- 10) Lack of public trust
- 11) Infrastructure systems
- 12) Shortage of engineers and surveyors
- 13) Competition among other organizations for members

Reviewing APWA Oregon Chapter Membership Survey Results

- Brain passed out copies of the online Member Survey.

Making the Cut–Identify Target Goal Development Areas

The group agreed that Outreach should be our target goal for the next year.

- Outreach
 - External (membership recruitment and awareness of public works)
 - Internal (member engagement)

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- Other focus areas for future goal development – Chapter education
- Programming

Creating the Play Book–Goal, Strategy, and Action Step Development

Brian had to catch a plane so we did not get to this at our November meeting. Brian offered to come back in January.

Chapter Conferences

- **Fall 2007 Conference, October 16-19; Bend (Jim Carnahan)**
Jim reported that the conference may only break even due to some unforeseen expenses with the Convention Center.
- **Spring 2008 Conference, April 15 – 18; Eugene (Mark Schoening)**
- **Fall 2008 Conference, October 21 – 24; Welches**
As of this date we do not have a host or committee identified to take on the conference planning.
- **Spring 2009 Conference, April 28 – May 1; Seaside (Washington County)**
Washington County is taking the lead for Spring 2009.

Next Board Meeting

December 7, 2007 – Eugene Airport; Eugene, Oregon

Agenda Items for Next Meeting

With no other business pending, President Kurt Corey adjourned the meeting at 2:00 PM

Respectfully Submitted,

Gregg Weston, Secretary

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2007 OREGON CHAPTER BOARD MEETING CALENDAR

Month	Date	Location	
JANUARY	12	Otak	Lake Oswego
FEBRUARY	9	ODOT	Salem
MARCH	16	Ashland Convention Center	Ashland
MAY	1	Spring Conference	Ashland
JUNE	8 1	City Hall	Lincoln City
JULY	13	Water Treatment Facility	Pendleton
AUGUST	10	David Evans & Associates	Bend
SEPTEMBER		APWA Congress	San Antonio
OCTOBER	16	Fall Conference	Bend
NOVEMBER	9	Otak	Portland
DECEMBER	14	Eugene Airport	Eugene

GOAL:

Action Steps	Responsibility	Target Finish Date	Status/Comments
Objective:			
A)			
B)			
C)			
D)			
Objective:			
A)			
B)			
C)			

GOAL:

Action Steps	Responsibility	Target Finish Date	Status/Comments
Objective:			
A)			
B)			
C)			
D)			
Objective:			
A)			
B)			
C)			

GOAL:

Action Steps	Responsibility	Target Finish Date	Status/Comments
Objective:			
A)			
B)			
C)			
D)			
Objective:			
A)			
B)			
C)			

Appendix A

APWA Chapter Action Planning Worksheet

Chapter _____

Chair _____

Objective (SMART-specific, measurable, attainable, results focused, time limited)

Target _____

Specific Milestones

Key Events	Responsibility	Start Date	Target Finish Date	Proposed Budget	Comments
1.					
2.					
3.					

4.					
5.					
6.					
7.					

Obstacles to Overcome