

**American Public Works  
Association  
Washington State Chapter**

**Strategic Planning  
Meeting Notes**

**March 15, 2002**

## Meeting Purpose

To plan for the future of the Washington State Chapter of the American Public Works Association (APWA).

## Desired Outcomes

- Agreement and enthusiasm about the future of APWA
- Agreement on the main elements of a vision of success for APWA in 2007
- Prioritize 3-5 key strategic goals that will lead us toward achieving our vision
- Establish several one-year objectives for each goal area

## APWA Mission Statement

The American Public Works Association serves its members by promoting professional excellence and public awareness through education, advocacy, and the exchange of knowledge.

## Participants

Participant	Organization/ Company	Position
1. Richard Andrews	Perteet Engineering, Inc.	Const. Serv. Manager
2. Robert Moorhead	Transportation Imp. Board	Asst. Director of Operations
3. Bill Goodwin	Reid-Middleton	Dir of Surface Transportation
4. Dick McKinley	City of Bellingham	Public Works Director
5. Al Grieve	City of Lynnwood	Senior Project Manager
6. Anne Weigle	Entranco Engineering, Inc.	Office Manager
7. Kenneth Winckler	City of Marysville	Public Works Director
8. Lynn Guttman	HDR Engineering, Inc	Manager
9. Ron Pannanen	WSDOT	Deputy NW Regional Admin.
10. K Wendell Adams	City of Yakama	City Engineer
11. Randy Witt	City of Bainbridge Island	Public Works Director
12. Michael Terrell	HDR Engineering, Inc	Manager Local Agency Prog.
13. John Carpita	MRSC	Public Works Liason

14. Steve Thomsen	Snohomish County Public Wks	Snohomish County Engineer
15. Dave Lervik	City of Anacortes	City Engineer
16. Dave Zabell	City of Bothell	Public Works Director
17. Katherine Claeys	City of Seattle	Light Rail Implementation Engr.
18. John Ostrowski	JOMC	Management Consultant
19. Craig Olsen	ESM Civil Engineering	Government Services Manager
20. Jack Pittis		Management Consultant
21. Paula Hammond	WSDOT	Chief of Staff
22. Daryl Grisby	Dept of Nat. Resources	Division Manager
23. Jill Marilley	City of Mill Creek	Pub. Wks. Director
24. Jackie Spears	Pierce County	Design Eng. Supv.
25. Gwenn Maxfield	Woodville Water Dist.	Commissioner
26. Jack Locke	City of Auburn	Senior Project Manager
27. Dave Rhodes	City of Redmond	Pub Wks. Director
28. Jim Jodak	Snohomish County PUD	Relocation Engr.
29. Randy Brackett	Island County	Design Eng. Supv.
30. Elaine Babbi	PSE	Relocation Engr.
31. Bill Derry	CH2MHill	Water Resources Project Manager
32. Rich Perteet	Perteet Engineering, Inc.	Principal
33. Pete Butus	City of Sammamish	Asst. City Manager/ Adm. Serv.. Dir.
34. Tom Dozal	APWA Membership Chair	
35. Dave Davis	City of Everett	City Engineer
36. Robert Hammond	City of Kennewick	Public Works Director
37. Thayer Rorabaugh	City of Vancouver	Chairman APWA Scholarships
38. Megan White	DOE	Program Man. Water Quality
39. Scott Rutherford	Univ. of Washington	Dean of Civil Engineering
40. Michael Katon	WSU	Chairman Department of Civil / Environmental Engr.

# Analysis for Strategic Planning

## **Internal Assessment—APWA Strengths**

- Good leadership
- Name recognition
- Networking
- Strong financial position
- Member of national organization
- Active membership
- Statewide representation
- Respected
- Web site
- Lots of people that care about Public Works
- Good golf tournaments
- Innovative
- Institutional knowledge of members
- Fun
- Frequent contact with core members
- Broad-based
- Successful conferences
- Diverse professional group
- Effective knowledge transfer
- Ability to network with other organizations
- Good photographer
- Good support from MRSC
- Willing to take a risk

## **Internal Assessment—APWA Weaknesses**

- Connectivity with operations EE's
- New member outreach
- No student chapters
- Lack of diversity
- Way to measure successes
- Ties with higher education
- Lack of mentoring
- Supporting technical education
- Can't tell a story of what we'll look like by 2020
- Lacking innovation
- Lack of representation by all cities and counties
- Committees

- Lack of trust for the profession
- Membership dues structure
- Public agencies don't see value
- Trouble attracting younger members
- Routine conference format
- Not recognized as experts by legislature
- Not enough connection to other organizations
- East-West disconnect
- Transportation-Utility disconnect
- City-County disconnect
- Same old folks ("good old boys")
- Not fun enough
- Lack presence with legislature

**External Assessment—Key Issues in our profession currently and in the coming 5 years**

- Structure of funding
- Environmental criteria
- Government by initiative
- Shortage of engineers
- Public apathy
- Education doesn't hit the mark
- Inter-local communication
- Information sharing
- Agency teaming
- Traffic solutions
- Consultants: service vs. commodity
- Competition for funding
- Pay scales
- Trained work force
- Technological changes
- Balanced multiple needs
- Public distrust
- Burdensome regulations
- Rehabilitation of infrastructure
- Retiring Baby-Boomers
- Conflict between GMA and PW
- Water rights
- Changing demographics
- Regional decision making
- Cost of doing business / projects

- Growing sense that education and travel for government employees is a waste / boondoggle

### **External Assessment— Opportunities for APWA**

- Lead the parade
- Web-based communications
- Partner with other professional organizations
- Provide continuing educational opportunities
- Mentoring and coaching
- Reaching into high schools and tech schools
- Educating the public
- Attracting new people into the profession
- Find ways to celebrate successes
- Free two-year membership for college graduates
- National Public Works Week—making it bigger
- Get public credit to those who did the projects (not just the politicians)
- Survey non-members
- Define what makes us distinct from other organizations
- Smaller local chapters
- Integrate operations and capital projects
- Sharing successes with internals, other organizations, and the public
- Integration of common functions with other agencies
- Legislative access
- Outreach to other areas of Public Works besides engineering
- Outreach to decision makers about how APWA can help their people
- Listen to younger people about their needs
- Promote the profession
- Make it COOL to belong

### **External Assessment— Threats / Challenges for APWA**

- Members' time constraints
- Need to prove to the public the value of our services
- Competition with other organizations—Need to show our value
- Growing population / deteriorating infrastructure and the gap between
- Organization leaders who are outside the profession
- Understanding Generation Y
- Firetrucks are sexier than street sweepers
- What's underground deteriorates but the public can't see it
- Hard to increase membership (how?)
- Making politicians look good
- Aging of our membership
- Economic competition

- Kids not interested in going into engineering
- Information overload: quality of information
- Membership mobility—they change jobs and we need to keep track of them
- Voter expectations
- Public image—“leaning on shovels”
- Breadth of interest areas of members
- Understanding when and why people choose careers
- Long-term view of infrastructure in a sound-bite (instant gratification) world
- Stereotyping
- Increasing our credibility to influence our future
- Declining government revenues
- Expectations of 24/7 service

## **Common Themes - APWA Vision of Success in 2007**

It is the year 2007 AD. A delegation has traveled through time and space from Mars to land in Washington State, USA, Earth. They have heard about an amazingly impactful organization called APWA. They ask you to describe this amazing APWA. Who are the people that comprise this organization? What are the accomplishments that have been achieved since 2002? Why are you so successful? What core values have guided you?

### **These are the elements of the vision which were agreed upon by the participants in the strategic planning process:**

- Expand and build on membership; active and involved.
  - ◆ More younger members (under 40)
  - ◆ More diversity
  - ◆ Retain existing members
- Student chapters
- Build involvement
- APWA is a trusted, credible Public Works resource
- Educate members, potential members, the public, and K-12 education
- Mentorships
- Political activism
- New programs—outreach, education, awareness
- Have more and be more FUN
- Provide services that everyone could access (i.e. half day workshops)
- Integrate all professional and technical disciplines through collaborating to solve complex problems
- We can't be stopped—strong—optimistic—esprit de corps—all together
- Define core Public Works competencies and provide certificate (or some recognition) of competence. Provide multiple levels for continued professional development
- Promote the image and value of Public Works
  - ◆ Raise the level of Public Works and our deliverables in our communities
  - ◆ Educate the public about what we do and how valuable it is
  - ◆ "We do the public's work"
  - ◆ raise visibility
  - ◆ define what we mean by "Public Works"

# Force Field Analysis

## **Driving Forces: Forces that already exist that propel APWA toward the Vision**

<b>Driving Force</b>	<b>Strength</b>
Continuously changing environment	High
Composed of highly motivated professionals	High
Good leaders	High
Commitment to success (among members)	High
We're motivated for APWA to succeed because of degrading infrastructure	High
Desire to change	Medium
Driven to think more holistically	Medium
Kids going into glamorous professions could / should be those who are inventing future Public Works technologies	Medium
Interested in our communities	Medium
Creative people	Medium
Public demand for better Public Works performance	Medium
Increased technological capabilities assist us to succeed	Medium
Clear need for Public Works	Low
Declining membership	Low
We have unlimited capabilities	Low
Need for adequately trained employees in Public Works	Low

## **Restraining Forces: Forces that hinder APWA from achieving the Vision**

<b>Restraining Force</b>	<b>Strength</b>
People aren't sure this organization will make a difference—need to see value	High
Lack strong relationships with universities, colleges, trade schools, high schools	High

Not celebrating our successes—need to be seen as fun and valuable	High
Time: People are more busy and have demands for attention; Competition with other professional organizations	High
Traditions / cultures / assumptions about what we ought to do. We limit ourselves, and we are quiet, unsung heroes.	High
Perception that this is an engineers-only group	Medium
Poor communication with and outside of our membership	Medium
Volunteer organization—no paid staff	Medium
Lack of skills in PR, marketing, outreach, etc.	Medium
Organizations' budgets—not enough money to send staff to conferences, so they only send the one top person	Medium
Identity crisis—need to define who we are and who we serve	Medium
Our traditions / assumptions that people will come to us, rather than us going to them	Low
Limited by working in a litigious society	Low

# Goals

## (Long Term Focused Strategies for Achieving the Vision)

### **Goal 1: Clarify and define APWA's organizational identity and value**

*(To be accomplished year one)*

#### **Objectives:**

- a) Understand the needs and wants of our members and potential members
  - ◆ Identify potential new members
  - ◆ Evaluate their needs
- b) Identify and inventory valued services, activities, and resources
  - ◆ Identify the relative value of each
- c) Define our relationships with other organizations (ITE, AWWA, Colleges, Agencies, etc.)
  - ◆ Board needs to adopt a uniform policy
  - ◆ Establish working relationships
- d) Communicate the APWA identity and value
  - ◆ Create and use Focus Groups

### **Goal 2: Ensure an educated membership**

#### **Objectives:**

- a) Create clear set of competencies for Public Works professionals
- b) Half day seminars (technical, management\*\*\*, operations)
- c) Teach outreach skills
- d) Partner with educational institutions and others (i.e. suppliers, etc.)
- e) Pursue professional certification (with levels; continuing)
- f) In-state APWA InfoNow
- g) Encourage CEU's
- h) Self assessment measures for competencies
- i) Geographically diverse locations for same / similar classes
- j) "Lessons Learned" info transmission
- k) Scholarships for attendees
- l) Sponsors for programs
- m) Formal mentoring / coaching program
  - Mentees become mentors
  - Older students mentor younger students
- n) Inventory what's currently available
- o) Inform members via the Web

**Goal 3: Achieve increased awareness, perceived value, and appreciation for Public Works projects, people, and the profession (position ourselves as the premier Public Works organization)**

**Objectives:**

- a) Clear branding—"Think APWA"
  - ◆ Create a Press Kit
  - ◆ Use APWA logo
  - ◆ Make better use of NPWW and encourage local participation
  - ◆ Connect better with those agencies that have Public Works activities in the community (i.e. picnics, rodeos)
  - ◆ Use Web site
  - ◆ Make Public Works "available" to everyone
- b) Celebrate Public Works successes and people in our communities and nationally
  - ◆ Awards at state level will recognize smaller projects
  - ◆ Recognize individual accomplishments
  - ◆ Recognition given to individuals by APWA officers, board, members (i.e. at city council meetings)
  - ◆ Press releases
  - ◆ Awards (i.e. Boy Scouts)
  - ◆ Promote others
- c) Provide training in committee leadership for chapter leaders and committee chairs
- d) Hire PR work done for us

**Goal 4: Advocate sound Public Works principles and practices on behalf of our members**

**Objectives:**

- a) Increase member participation on regulatory and advisory commissions
  - ◆ Use model of the DOE Storm Water Committee
  - ◆ Inventory opportunities
- b) Track and monitor federal, state, and local legislation and policy making
  - ◆ Target key APWA members to serve in this capacity—take advantage of members' professional roles
  - ◆ E-mail bulletins on key developments, calls to action, etc.
- c) Strengthen intergovernmental relations committee
  - ◆ Recruit new members
- d) Internal advocacy: Standards and competency

## **Goal 5: Diversity and expand our membership**

### **Target Members:**

- Younger—under 40
- Women
- Operations staff
- People of color
- Utilities
- Regulators
- Students
- Counties

### **Objectives:**

- a) Create K-12 outreach program
- b) Build our high-tech image
- c) Partner with members in Public Works field: SWE, SAE, SBE, Society of Native American Engineers, WTS, University level, Professional level
- d) Recruit from all levels:

<b>Level</b>	<b>Services we might provide</b>
Entry level: K-12 & Universities	Career days, scholarships, student chapters
Apprentice level: Engineer-In-Training	Introductory level dues (lower) Short sessions Luncheons
Journey level: Professional Engineer	Networking Technical sessions
Management	Networking Funding Mentorship Help dealing with regulatory challenges Training in management skills

# Volunteers / Commitments

Write Vision

Pete Butkus  
Bill Goodwin

Educational Committee (K-12 Outreach)

Steve Thompson  
Anne Wiegler

National Liaison

Dave Rhodes  
Jack Pittis

WA Div 199 Standards Committee

Jackie Spears

Continuity (2-year continuation)

Bob Moorhead

Identity & Value

Dick Andrews

Intergovernmental Affairs

Craig Olsen  
Dave Zabel  
Jack Locke  
Thayer Rorabaugh

Student Chapter and Intern Program

Scott Rutherford

Awards Committee

Anne Wiegler  
Bob Hammond

Diversity Luncheon

Daryl Grigsby

Use Me Where You Need Me

Mike Terrell

Join as Members/Get more active

Scott Rutherford  
Jim Jodak  
Gwenn Maxfield  
Bob Hammond

## **Parking Lot—Other Issues to Deal With**

- Map out the overlap with different professional organizations i.e. ASCE, APWA, ITE, SWE, WTS, AWWA, APA/PAW, etc.
- Link national APWA web site to Washington State web site
- Increase paid staffing
- Look at terms of Treasurer and President

# **APPENDIX**

# Pete and Bill's Draft Vision Statement

Our Mission is to be a professional organization that provides its members skills and knowledge to enhance public service.

To implement this we will:

- Strengthen our membership through
  - Accessible learning opportunities
    - Education
    - Outreach
    - Awareness
    - Networking
  - Involving educational institutions
    - Faculty
    - Students
  - Integration with other professional/technical/operational organizations
  - Expand membership to increase diversity in its broadest sense
- Become a trusted public knowledge resource
  - Build speaker bureaus
    - Inform service clubs
    - Inform schools
  - Provide factual "papers" to legislative bodies
    - Influence policy formation without taking a position
    - Promote image and value of APWA
    - Educate Public that we do their work and its value
- Better define ourselves
  - Determine core competencies
  - Provide training/mentoring to reach and maintain competencies
- Keep in mind that enjoying our job and having "fun" is a critical part of the human psyche

# **Connie's shot at a DRAFT: 2007 Vision Statement**

The American Public Works Association is the most credible organization for Public Works professionals in Washington State, trusted and valued for its advancement of the field of Public Works.

We promote the image and practice of Public Works in our communities through our public education and advocacy programs. Our relationships in government, business, and our communities generate support and respect. Our student chapters at UW and WSU are increasingly successful in attracting bright collegians to the profession and to APWA membership. We recognize achievement and celebrate success in our profession.

APWA provides its members with the skills and knowledge to enhance public service. Educational opportunities are offered across the State that equip our members to meet the standards for professional competence and earn continuing education credits to advance their skill and status in their profession. The multiple educational formats, from luncheons to half-day workshops to multi-day conferences, make it convenient for every Public Works professional to participate.

Our members are diverse in age, gender, ethnicity, professional background, and the organizations with which they work, but together they endeavor to strengthen the Public Works profession. APWA is a stimulating environment within which to learn, network and have fun.