The Spring Region IV meeting of the House of Delegates (HOD) was held in conjunction with Region III on March 22, 2014 in Richmond. Mark Juliano & I represented the Florida Chapter. Among the topics covered were:

- The next Board of Directors meeting will be in June where the annual budget is approved. National looking at our reserve policy. Currently reserve goal is 70% of annual operating budget. With membership staying stable thru recession and three separate income streams, the finance committee is considering lowering reserve goal to 35%. Current reserve balance in 25-35%.
- Membership stands at approximately 28,500. Membership has been steady at this level for about 5 years. This is considered positive as many associations have lost membership during the recent recession.
- Donald C. Stone has 564 members with about 50% mentors and 50% mentees
- Sustainability: There have been over 1,000 credentialed projects.
- Still looking for more Chapter Liaisons to international committee
- FY 14 budget is on track to meet expectations
- Time to get your passport and sign up for Congress in Toronto, August 17-20. Sheraton is convention hotel. Paul Smeltzer is local host Chair (905-335-2353) if you have questions on the local area. Promotional video is on the National website. Ian Hill is back with a different spin as a general session speaker. 40 sessions on sustainability (replacing sustainability conference). 2 day stormwater summit Monday 18th & Tuesday 19th. 400 exhibitors. Get acquainted party is at Liberty landing. 13% tax on registration fee. Contact phone carrier for coverage. May want to buy short cell coverage package to prevent a surprise (could be $100s) Exchange rate is currently favorable. Save $50 thru June.
- We currently have 1104 legislative advocates. 350 districts are covered, 85 are missing advocates. There is a website to register as an advocate.
- Requested a copy of our Governor’s proclamation for Public Works week.
- Future Congress locations:
  2015 – Phoenix
  2016 – Minneapolis
  2017 – Looking for eastern location – Florida?
Currently only 20% of APWA members have used member’s library. Promote at Branch. Consider sending a copy of EXPO general session speaker to National library.

Changes discussed previously to HOD are moving ahead. Region IV elected Louisiana Delegate as regional HOD Steering committee member. Formal adoption of new name and revised operating procedure will be at congress. More committee and subject focused.

Smaller regional Chapters (Louisiana, Mississippi, Arkansas, Alabama) may request Florida and Georgia to assist them in Chapter building/strategic planning session in spring of 2015.

See attached chapter reports
APWA Alabama Chapter

Report of Activities, Best Practices and Areas of Focus

September 2013 – Present

Membership Update –

Chapter membership continues to fluctuate between 210-214 active members, each Board Member encouraged to bring in 3 new members either from public or private sectors which could have the potential of 57 new chapter members.

Chapter Activities and Updates –

3rd Annual Joint APWA/ASCE Conference July 25-27, 2014

Chapter Capacity Best Practice/New and Innovative Idea

We printed out information brochures and are handing them out to potential members and Past President spoke at an Engineering Sorority workshop and disbursed the brochures to soon to be graduates.

Implemented a Past Presidents Advisory Council

Chapter Key Issue and Area of Focus/Challenge

Membership and participation in annual conference. There is a need for networking between cities and towns and this would be the best venue but travel continues to be cut from operating budgets. We will have a district meeting with training within the next quarter to bring potential and existing members together.

Return to Brian Van Norman at bvannorman@apwa.net

Regions III and IV – Return by March 14

Regions I, II and V – Return by April 25

Regions VI, VII, VIII and IX – Return by March 21
APWA Arkansas Chapter

Report of Activities, Best Practices and Areas of Focus

September 2013 – Present

Membership Update –

Chapter Membership is approximately 95. This is a increase of 32 from the last year. With the slow recovery of the economy in many of the smaller cities in the state we are beginning to see more interest from individuals that can benefit from membership in APWA.

Chapter Activities and Updates –

Chapter Assets as of March 2014 are in excess of $14,000.

Chapter Board meets regularly (monthly at a minimum) to carry out chapter business and conference planning activities. Next scheduled meeting will be in March prior to the Spring Conference in Hot Springs in May.

2013 Spring Conference will be May 21-23, 2014 in Hot Springs, Arkansas. The conference is expected to have an attendance of approximately 100 which will be the same as last year. We have lined up some excellent educational sessions that many of the attendees provided positive feedback about in the past.

2013 Fall Conference was October 23-25, 2013 in Fayetteville, Arkansas. The conference was a success. We had close to 100 people attend. We toured the Crystal Bridges Museum of American Art in Bentonville, AR. The tour included discussions on the construction of both the facilities and the grounds along with an opportunity to see important works of American art.

Chapter Capacity Best Practice/New and Innovative Idea

As part of the semi-annual education conferences the chapter has continued a policy of inviting employees of the Arkansas State Highway and Transportation Department to attend for a nominal fee. This provides incentive to other public works professionals who work closely with AHTD to attend the conference and interact with these employees. This policy has increased attendance by local, county and state officials along with engineers and other professionals in the public works field.

Chapter Key Issue and Area of Focus/Challenge

Retention and Recruitment of members is an ongoing issue that continues to challenge our chapter. The new policy on having the employees from the major state public works department become more involved in the association has been a well-received benefit by our members and has aided in recruiting new members to the chapter.
HOD Report

September 2013 – March 2014

Membership Update –

APWA FL runs two quarterly membership campaigns:

- Branch: Each quarter, the Branch who adds the highest % of new members while increasing total membership, receives $200 check from the Chapter; as well as a plaque with their Branch name and month/year engraved on it; plaque is updated each quarter with the Branch winner.
- Individual: Chapter members who sign up a NEW member gets one entry into the drawing; Chapter recently gave a $200 Amazon gift card prize. Other prizes have been an iPad and an iPad Mini. There must be 20 entries in order to draw a winner. We have definitely seen an increase in folks reaching out and sending membership packets to their peers.
- Branch membership chairs coordinate with Chapter membership committee via conference calls and e-mail.
- We hold several Branch led YP events as a membership recruitment effort.

Chapter Activities and Updates

- In April 2014 we held our annual meeting and trade show in Jacksonville. This $350K gross event including 32 training sessions, an equipment rodeo, 40,000 SF of exhibit space, chapter scholarship awards, Director’s roundtable, a marketing network “speed dating” event, annual awards, and a YP event and a few social opportunities.
- Our Chapter events are coordinated by committees and Regional Directors. Committee Chairs and Directors meet quarterly with Chapter Officers and Branch Chairs for reporting and formal approval of approach and expenditures. Attendance at these events usually totals between 40 & 50.
- Most of our activities are organized by our 11 branches. Among these activities are local meetings, golf tournaments, community service events, local scholarships, and YP events.
Chapter Capacity Best Practice/New and Innovative Idea

- We maintain a Public Works Institute and 2 Public Works Academies
- We have brought the National sponsored website online and are working to bring it into full use.
- We are planning a joint annual conference with National NACE for 2015 in Daytona Beach
- We lobby the state legislature, coordinating with other groups that share our interests.
- We have Branch Excellence awards similar to the National PACE award.
- We hold an annual Director’s roundtable limited to city and county Public Works Directors.
- We maintain a $250K Scholarship trust. The proceeds from this trust fund annual scholarships.
- We maintain a $60K designated account for support of public works employees during a natural disaster.
- We maintain a balance of approximately $500K in Chapter & Branch accounts.

Chapter Key Issue and Area of Focus/Challenge

At the Chapter level we are focused on Branding and Membership. See membership contests described above.

Our branding efforts are carried out through coordinated Chapter and Branch stationary, social media, and website content.
Membership Update – As of February 28, 2014, the Georgia Chapter had 520 members, a decrease of 27 since January 31, 2014. This drop is primarily due to a delinquency of a major city agency membership. We are in contact with the agency to resolve this issue. We have an active membership committee dedicated to the recruitment and retention of members. Membership reports provided by National are reviewed regularly and efforts made to keep membership as current and active as possible.

The Chapter now has 7 active Branches and encourages APWA membership through the activities of those branches. In addition, we continue to recruit members through the highly successful Certificate of Public Works Management Program.

Chapter Activities and Updates – The Chapter Annual Mid-Winter Equipment Show was held February 11, 2014 in Perry, GA. While we achieved new records in the number of vendors exhibiting and in gross revenue, attendance was down substantially due to a winter storm event in the northern part of Georgia. Even though attendance was down, the number of those attending (approx. 650) did meet what we feel is the minimum number necessary to make the show a success.

Planning is underway for the summer Certificate of Public Works Management and Chapter Annual meeting to be held in July.

The Chapter Annual Scholarship Golf Tournament will be held in early June. Proceeds from the tournament go into the Chapter Scholarship fund. The Chapter annually awards up to 11 $1,000 college scholarships. This year, the Chapter established a Presidential Scholarship in memory of Nancy Barrington a Board member, who was to be our incoming Vice President. This is to be a scholarship awarded solely at the discretion of the Chapter President.

Our long awaited Public Works Supervisors program will be holding its inaugural session later this spring. This is a program jointly sponsored by the University of Georgia Carl Vinson Institute of Government and the Georgia Chapter. The program has been developed to provide training for supervisory entry level public works employees. The training will be provided to employees who have less than 2 years supervisory experience or those who wish to become supervisors. While the training provided to those completing the supervisory program will not satisfy any of the requirements of the CPWM or DCS Leadership Excellence programs, it is hoped that it will encourage further participation in the CPWM and/or DCS Leadership programs.

Chapter Capacity Best Practice – One of the Chapter’s primary focus has been and will continue to be the expansion and improvement of our Certificate of Public Works Management and Basic Supervisory Programs. The CPWM has been revised so that those completing the 90 hour program will satisfy the education requirements necessary for the Donald C. Stone Level II Public Works Manager designation.

One significant, and welcomed, challenge is the continuation of the Chapter Annual Mid-Winter Equipment Show. While this year saw a drop in attendance due to severe weather conditions, we have reached a critical point in available space for vendors. Each year for the last 7 years, there has been a new record established for number of vendors and gross/net revenue. Until this year, each year has
been a new record in the number of attendees. This year, there was such demand for vendor space that we have reached our capacity for the facility we have been using. We have tried to keep the vendors in one structure for the circulation of the attendees. If this issue cannot be satisfactorily resolved, we will be forced to turn vendors away for future shows.

**Chapter Key Issue and Area of Focus** – The focus of the Chapter for the upcoming year will be to work on the implementation of the Chapter Capacity Plan. A planning review session was held as part of the Chapter fall board meeting and was facilitated by staff from National. The draft plan has been submitted for review and adoption by the full Chapter Board and will be used as the framework for future chapter activities.

Respectfully submitted.
David D. Griscom, PWLF
Delegate, Georgia Chapter APWA
Membership Update –

- City and local governments are only paying for membership if it is part of the job description.
- We have three new members for a total of 170.
- We are asking agencies, if they have group membership to fill those slots.

Chapter Activities and Updates –

- The State Conference was held in Lexington, Ky. on September 25 and 26, 2013.
- Theme was Snow and Safety Conference.
- We had 85 participants and ten exhibitors and sponsors.
- The opening speaker was one of our local TV weather reporters. Bill was very good.
- One of the sessions was on how to prepare your equipment and employees now for upcoming snow season. Somebody had a crystal ball.
- Due to the hard work of Martha and her staff the conference was a huge success and we made money.
- Thanks to Bo Mills for attending.
- New officers were installed in January 2014 by Bo Mills region three director.
- We will have three people attend the Leadership Conference in March in Norfolk, Va.
- Brian Van Norman returned on March 11 to review the Strategic Planning results.
- 2013 was the first year the Chapter did not lose money in over ten years.

Chapter Capacity Best Practice/New and Innovative Idea

- We are recruiting new members by showing them the value they receive from belonging to the APWA.
- We offer them training by using the webinars and seminars. If they wish they can obtain PDHs.
- We are trying to partner with other agencies to offer training that would appeal to small towns and cities that do not have the means to hold them. Currently, the Kentucky League of Cities and the Kentucky Association of Counties are partnering on two events.
• This year we opened our Roadeo to all that wanted to come. We charged a small fee which increased income to the program and offered more competition and excitement from participants.
• We started charging for our awards luncheon. In the past, every person could come at no charge. We now limit the award to three recipients and other guests pay the lunch fee or can purchase a table. Some members struggled with the change, but it was successful and helped offset lunch expenses.

Chapter Key Issue and Area of Focus/Challenge
• We continue to struggle with the PACE Award.
• Continue to build membership.
• Offer more training that would benefit our members.

Prepared by Leo McMillen, Kentucky Delegate
Report of Activities, Best Practices and Areas of Focus  
Fall 2013 – Spring 2014

Membership Update -

The Louisiana Chapter membership numbers have remained fairly steady, even during the poor economic times. We have a renewed incentive to add new branches to the chapter. We are concentrating on cities that either had a branch previously or have participated in educational seminars that we have sponsored.

Chapter Activities and Updates –

- 2013 Golf Tournament – The golf tournament is held to raise money for scholarships for high school seniors in the Baton Rouge area. The tournament was held at the Bluffs Country Club in St. Francisville, LA in November 2013.
- Officer installation for the Chapter was held February 6, 2014 New Orleans.
- Hosted our first Equipment and Technology Expo on February 25, 2014. We had over 30 vendors and 350 attendees.

Chapter Capacity Best Practice/New and Innovative Idea –

- To drum up interest in APWA and to encourage other cities to create branches, we are hosting lunch meetings in these cities. We have met with several DPW directors to discuss the benefits of joining APWA.
- We are also hosting click, listen and learn seminars to gain exposure to new members.
- We hold joint luncheon meetings with the Louisiana Engineering Society and ASCE.

Chapter Key Issue and Area of Focus/Change –

- Because of the poor economy, travel for many of our members, especially those in the public sector has been extremely limited. We have been offering classes locally for people to meet their certification requirements and PDH requirements. We have also charged fees for these classes to a point where we just barely break even. Our classes are by far the most affordable and our attendance has increased greatly.
Membership Update –

A. **Membership Growth:** The NC Chapter membership has grown by 0.48% since June 30, 2013 with a net gain of 4 new members since that time. (as of 2/28/2014)

Chapter Activities and Updates –

A. **2014 – 57th Annual Conference and Equipment Show** will be in New Bern, NC, **June 18-20.** The event will begin with a golf tournament on the 17th followed by a Chapter Board meeting. The next two and a half days include several general and technical sessions for those seeking PDH opportunities. The conference will include our Past President’s Dinner and Awards Ceremony on the 19th. This gives us an opportunity to honor and recognize past Chapter Presidents, chapter scholarship recipients and chapter award winners. There will also be an exhibit hall for vendors to show their products and services to our members. We will try a couple of different things this year to encourage members to bring their families along and increase contact time for our vendors/exhibitors.

B. **New Member Meet & Greet/Leadership Orientation & Training/Officer Installation Ceremony:** This 8th annual event was held in Raleigh, December 5-6. This event is where new members are invited to a luncheon to meet the executive board, learn about APWA, network and seek opportunities for involvement within the Chapter. We had 70 attendees for this event. The Leader Training prepares new committee and board members by defining their duties and expectations within the chapter. The 4th annual Chapter Officer Installation Ceremony followed the training and was led by APWA Past President Elizabeth Treadway.

C. **Awards:** The Chapter received the PACE Award for 2012.
   a. The City of Fayetteville, NC received Project of the Year recognition for the NC Veterans Memorial Park
D. Division Activities:

a. The **Buildings and Grounds Division** has a pesticides workshop scheduled for Wednesday April 16 in Raleigh. Their annual conference is scheduled for April 30 – May 2 in Clemmons.

b. The **Administrative Management Division and Technology Division** combined their efforts again this year and their conference was held in Asheville, NC August 7-9. This conference was well attended (95 attendees) and the feedback was very positive. Planning is underway for the 2014 AMD Conference in Chapel Hill (July 30-Aug 1, theme: Connect to Lead: Improving Your Organization through Effective Communication).

c. The **Stormwater Management Division** held their conference September 15-17 in Wilmington. This conference is always the most intense with PDH opportunities (typically 13 hours or more packed in two days of technical sessions). The conference had 225 attendees representing 116 organizations (attendees and vendors). The conference also offered a golf tournament, a kayak eco-tour and a coastal LID tour by bus for fun interaction and team building to start the conference. The 2014 conference is scheduled for September 14-16 in Winston-Salem.

d. The **Solid Waste Division** conference was held August 21-23 in Wilmington (52 attendees). The 2014 conference is scheduled for August 13-15 at Shell Island Resort in Wrightsville Beach. The Solid Waste Division continues to offer one day workshops throughout the year. The Trashbusters workshop (focused on driver/operator safety) sold out and was held on October 30th in Burlington. The next workshop will focus on supervisor safety training and will be held on March 26th in Burlington as well.

e. The **Equipment Services Division and the Streets Division** hosted a combined conference again this year. The event was held in New Bern September 23-25 and was attended by approximately 200 people. The 2014 combined conference is scheduled for October 1-3 in Hickory. Our Equipment Services Division (ESD) continues to offer quarterly “shop tours” around the state. These half day events are very well attended and usually “sell out”. In addition, ESD offered a week-long Emergency Vehicle Technician training in November. The response to this training opportunity was tremendous and sold out within a month of advertisement. ESD plans to expand this program to include County fleet operations.
f. The Chapter’s Education Committee is sponsoring a series of lunch and learn opportunities for members and non-members. These events focus on a web based training opportunity and/or an instructor led training session. We offer these at minimal/nominal charge and the sessions have been very well attended. The next session is scheduled for March 28th and will be on Value-Based Customer Service. You can follow this link to learn more: [http://northcarolina.apwa.net/events/12523/](http://northcarolina.apwa.net/events/12523/)

Please visit the NC Chapter website for additional details at [www.northcarolina.apwa.net](http://www.northcarolina.apwa.net). Look under the “Events” pull down for “Calendar at a Glance”. You will also see additional one day workshops listed.

Chapter Capacity Best Practice/New and Innovative Idea

A. It’s all about education: In 2013 our PDH Committee issued 323 certificates for a total of 2,276.5 PDHs. The chapter partnered with NC811 to offer PDH credit for their Pipes Plus Program. This exposed contractors engineers and utility providers to the benefits of APWA.

Chapter Key Issue and Area of Focus/Challenge

A. Conference Attendance/Training – previously reported: Our Chapter recently revisited discussion about the training we offer and how to generate more participation in our conferences. As the economy continues to slowly bounce back, we continue to see less than normal numbers in attendance at our conferences; thus we are asking ourselves: Is it the content?, Is it the cost? Etc.

Feedback is now being collected and ongoing discussion will determine where we go next. We realize that many entities continue to struggle and we are trying to determine how to best serve our members. – update - A committee headed by a past chapter president looked into this issue and reported back with several suggestions for the annual conference committee. Their report follows.

Respectfully Submitted,

B. Keith Pugh, P.E., PWLF
APWA ATTENDANCE IMPROVEMENTS

“Any organization can hold a conference with valuable educational sessions; however, APWA-NC was special because it was more like a family. The structure of the conference encouraged such relationships and these relationships are what brought people back every year.” Debbie Key

The NC Chapter has gradually moved away from a structured event at our annual conference. Meals “on your own” isolate attendees to only the other attendees that they know. Small parties go out to eat, thus restricting meeting new attendees and networking is limited to the small group. If a new attendee is in attendance, and knows no one, who does that person go to eat with?

A highly organized environment defines the Chapter conference from the divisional workshops. The Chapter joins seven diverse divisions into one conference and must distinguish itself separate from individual divisional workshops. Hosting a conference consisting of public works officials from all across the state of North Carolina to share their ideas, share their problems and solutions, share their successes and failures with others, and then disperse the attendees by implementing “on their own” periods, does not allow sufficient time to network.

In accordance with the NC Chapter By-laws, Page 161-PROCEDURES FOR PREPARING FOR ANNUAL CONFERENCE
The President shall appoint a person to serve as the chairperson for the Site Selection committee
The Site Selection Chairperson will:
#7. Provide ample SPACE FOR CHAPTER DINNERS (WEDNESDAY & THURSDAY NIGHT, 225 PEOPLE (PER EVENT)

P.162 6. The President Elect should also determine from the individual in charge of local arrangements the details regarding the other aspects of the meeting to include the various evening banquets, ENTERTAINMENT and hospitality hours.

We have disregarded the by-laws by omitting the Thursday night entertainment. We are missing an opportunity to connect an average of 256 peers in one entertaining event. By excluding the Thursday night event, we are eliminating a chance for networking time, meeting new participants, new members, potential members, potential new vendors and getting to know them along with existing members/attendees.
NOTE THE NUMBERS FOR PAST THURSDAY EVENING EVENTS:
1991-231
1993-249
1994-226
1995-234
1996-277
1997-315
1998-276
1999-221
2000-220
2001-270
2002-220
2003-326
3065 DIVIDED BY 11 YEARS = 256 AVERAGE PER EVENT
For these years Thursday night had a 90.5% average based upon actual attendees divided by the number of tickets.
In 2003, the Chapter meeting was in Wilmington. We took a dinner cruise on The Henrietta III with a live beach band. We had 326 attendees for that event. This year in Wilmington, we had zero attendance due to no scheduled event.
A family fun night is great for building relationships and allowing new and current members to get to know each other. Focusing solely on providing educational sessions and PDH’s in assembling the Chapter conference restricts the “family connection” by limiting our “family time together” outside of the sessions.
Networking is a valuable educational opportunity that energizes attendees. Limiting networking time to 30 minute breaks and then lunch and dinners “on your own” does not allow sufficient time for connecting with peers.

<table>
<thead>
<tr>
<th>Comparison of Meal Tickets</th>
<th>Both conferences held at Wilmington</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>2013</td>
</tr>
<tr>
<td>Registered Attendees</td>
<td>127</td>
</tr>
<tr>
<td>Vendors</td>
<td>65</td>
</tr>
<tr>
<td>Past Presidents Dinner</td>
<td>202</td>
</tr>
<tr>
<td>Thursday Lunch</td>
<td>204</td>
</tr>
<tr>
<td>Thursday Dinner</td>
<td>326</td>
</tr>
<tr>
<td>Friday Lunch</td>
<td>175</td>
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<tr>
<td>Monday</td>
<td>166</td>
</tr>
<tr>
<td>Wednesday</td>
<td>73</td>
</tr>
</tbody>
</table>

These suggestions are to promote the executive board to make changes to increase attendance at our conferences. By making changes, the board can also bring back the “family” connection by allowing attendees to enjoy a more relaxed atmosphere with the opportunity to experience “family time” at the chapter conferences.

**Proposed Changes**
Host a structured conference by keeping attendees together for all functions except break-out sessions.
Meals, general sessions, entertainment events, etc.

Increase networking time by planning the program to join peers in an organized group environment.

Eliminate “on your own” from the conference program.

Reinstate the Thursday (Tuesday now) evening dinner and include entertainment. This can either be funded by a sponsor or multiple sponsors. If needed, the chapter could cover the bill and invest in drawing more attendees.

Require each division to be responsible for a technical session; thereby, ensuring that each division has a vested interest in the conference.
Discuss holding the advantages/disadvantages of holding the conference Wednesday thru Friday versus Sunday thru Wednesday. Several vendors have expressed that it is easier for them to attend a conference at the end of the week rather than the beginning. (Consult Barry Neal, Vendor Chair for comments)

Schedule program for Vendors to have a minimum 4 hours of attendees time. (This year 3 hours).

Require hotel to serve breakfasts in the vendor area.

Consider eliminating lengthy sessions immediately after lunch. A light-hearted presentation will facilitate relationship building among the attendees.

This is a good starting point for the board to discuss ways to increase our annual chapter attendance. Board members with additional ideas will enhance our opportunity to improve attendance.
APWA South Carolina Chapter

Report of Activities, Best Practices and Areas of Focus

September 2013 – Present

Membership Update –

- Chapter membership is 276 and about 3% down from last spring.
- The Board of Directors of the American Public Works Association voted and approved the South Carolina Chapter's petition to create the Lowcountry Branch on November 15, 2013.
  - The first branch in SC will provide opportunities for a chapter to provide value and services to members in the local area and help expand our membership.

Chapter Activities and Updates –

- Chapter conducted Strategic Planning Session on November 6, 2013 with Brian Van Norman facilitating to help define chapter goals and create a vision for the future. At the session we considered the following ideas:

  1) Charge nonmember rate at conference and include membership for year
  2) Corporate members – recruit corporate members to engage in the Chapter
     a. Allow vendors to provide an overview at chapter meetings – vendor spotlight
     b. Vendor donate door prizes for chapter and branch events
  3) Membership reports and tools available to use thru national
  4) Create Committee Structure with a plan of what each committee is to do

  Recommend visiting APWA Chicago Metro, Kansas City Metro and Minnesota Chapter websites for Chapter Leader Manual
5) Need to address content for website and newsletter –

6) Investment Policy for Chapter Charged to treasurer to contact Teri Newhouse at APWA National

Chapter Capacity Best Practice/New and Innovative Idea

The South Carolina Chapter determined that the best way for us to recruit and engage members is to decentralize our activities. Thus we implemented a goal of standing up 4 branches this year. One has been established. It has already increased membership, engaged members that had been “sitting on the sidelines” and has energized the membership.

After over 10 years the chapter relocated its 2014 Annual Summer Conference from Myrtle Beach to Greenville. We expect that this will generate more interest from the western portion of the state.

Charleston County Public Works became the third agency in the state to become accredited.

Several chapter members published interesting articles in the APWA Reporter.

Chapter Key Issue and Area of Focus/Challenge

Key focus area for the South Carolina Chapter this year has been increasing its membership through the creation of a branch structure within the Chapter. Our goal is to have 4 branch organizations established this year. We have successfully started the Low Country Branch and it has already held its first meeting and is starting strongly. The challenge is to keep the momentum in establishing the remaining three organizations. We identified this in our strategic plan to be a key component in gaining and keeping active members within Chapter.
APWA - Tennessee Chapter

Report of Activities, Best Practices and Areas of Focus

September 2013 – Present

Membership Update –

The Tennessee Chapter is celebrating their 60th Anniversary in 2014! We have several things planned throughout the year to celebrate & commemorate this anniversary. A special issue of TPW will be published to celebrate the anniversary and there will be special events at the annual conference.

The Chapter membership is presently at 440 Members up 19 members (+4.5%) from 2013 year end. The focus has been on retention of existing members, pursuing young public works professionals, and college student memberships. This strategy will continue in 2014.

Chapter Activities and Updates –

The TCAPWA Board of Directors met for the first time in 2014 on March 13th in Nashville. Several new committee chairs were present.

TN Chapter leaders participated in an APWA Webinar about Tennessee Best Practices – Public Works Forum. This webinar should be available online in the coming weeks.

Our president, Ronnie Hammonds, is committed to visiting all 5 Branches this year and sending out monthly emails to the membership concerning various aspects of TCAPWA and APWA. He has sent three emails to date addressing various topics.

For National Public Works Weeks, we have received a Gubernatorial Proclamation and we have photo op scheduled with Governor Haslam for issuance of the proclamation.

Chapter Capacity Best Practice/New and Innovative Idea

The Tennessee Chapter Public Works Forum has become very popular among our members and conference attendees. We have received numerous compliments regarding the forum, the panel of speakers, and the topics. APWA National invited the Chapter to do a webinar short topic on the forum. The Q & A session moderated by Brad Patterson was recorded in February to be available through the APWA website.
Our president is sending out monthly emails to the membership concerning various aspects of TCAPWA and APWA. He has sent three emails to date to connect with the membership and keep them informed as to the direction of the Chapter and the Board of Directors.

Chapter Key Issue and Area of Focus/Challenge

Our goal as a chapter is to get more young members engaged in chapter activities. Our president issued a call for committee members earlier this year and received a tremendous response. We have several new faces on our Board of Directors and on committees this year.

Education continues to be our main focus. The *Tennessee Public Works Institute* continues to be very successful and courses are being scheduled for the remainder of 2014. We have a new Education Committee Chair, David Brace with the City of Knoxville. A couple of new topics have been suggested and discussed for educational opportunities this year: a snow removal overview to discuss specific challenges for our streets folks and emergency vehicle training (EVT) for our fleet folks. The Fleet Services Committee is currently working on bringing the EVT Certification Course to TN. They have been talking to course directors in Kansas and Florida about bringing a program to the Tennessee Chapter.

Annual Conference

The Tennessee Chapter annual conference will be held in downtown Nashville this year at the DoubleTree Hotel & Conference Center. The dates for the conference are October 8-9. The Middle Branch will serve as the host. The conference committee held their first meeting on March 13th. *Everyone is invited!*
The 2015 conference is scheduled for November 4-5, 2015 at the Chattanooga Convention Center / Marriott. The Lower East Branch will serve as host.

**BRANCH REPORTS**

Upper East Branch

Upper East Branch met in December at the Bass Pro Shop in Sevierville. Approximately 40 public works professionals representing 17 entities attended the meeting. Chapter President Ronnie Hammonds discussed TCAPWA issues and reviewed the successful conference that had just been held in Kingsport. John Calvert gave a brief history of the Tennessee Public Works Institute and gave an informative presentation on asphalt prices and Pavement Maintenance Techniques. Peyton Clifton was a special guest at the meeting. An engineering major at UT, he expressed appreciation for receiving one of TCAPWA's scholarships.

Lower East Branch

A joint branch meeting was held at McGee-Tyson airport on Friday, March 7th. Members from the Lower East, Upper East, and Upper Cumberland branches were invited to this meeting. Airport operations staff gave an excellent overview of the airport and issues such as runway repairs and snow removal. ES&G, Inc. gave a presentation on safety requirements and solutions. Following lunch sponsored by ES&G, the attendees took a behind the scenes tour of the airport operations center, their new 80,000 sq. ft. facility. There were over 40 in attendance including our chapter president and board members. This event was organized by past-president Shawn Lindsey.

Upper Cumberland Branch

Upper Cumberland held a Branch Meeting on Oct. 17, 2013 inviting PRI (Pavement Restorations, Inc.) to do a demo on Infrared Pothole Repair. They did a demo on a very poorly
repaired utility cut in the downtown area of Cookeville. We invited the TTU chapter of the ASCE and had six student representatives. We also had representatives from the cities of: Algood, Sparta, McMinnville and Cookeville. We had a discussion of future topics and the Tennessee Chapter provided lunch.

Middle Branch

The Middle TN Branch held a joint meeting with the Middle Tennessee Storm water association on August 14th at Nortrax Equipment in LaVergne. Nortrax provided equipment demonstrations and provided an excellent BBQ lunch. We held another joint meeting with the Storm Water association in Goodlettsville on Dec. 11th. The agenda was as follows; Robby Karesh, TDEC updates, and Larry McGoogin TDOT, gave an interactive program on TDOT’s long range statewide Plan. Approximately 50 in attendance and lunch was provided by Jennifer Ogden with Civic Eng. On March 21st we have a meeting scheduled in Downtown Nashville to listen to a presentation on the new Baseball Stadium for the Nashville Sounds, with lunch provided by Brian Trotter from ICA Engineering.

West Branch

NO REPORT AVAILABLE
I. Council Mission and Goals:
The Council of Chapters will serve the organization as advisors to the Board of Directors, Executive Director, Technical Committees and staff in support of the mission of the Association. It is governed by APWA in accordance with the association’s Bylaws and Parliamentary Procedures.

The Council will serve as consultants to Chapters in support of member engagement and growth. Chapters coaching chapters to address their overall goals for membership development and service is a key role for the Council of Chapters. The Council will provide a mechanism for coordination of information to and from Chapters, provide a mechanism for feedback and input into APWA initiatives, and to identify issues and concerns from Chapters to the Council, Executive Director or other appropriate organizational unit.

II. Chapter Representation:
Each Chapter will have one Delegate to the Council at a minimum and may have a designated Alternate Delegate to serve in the absence of the Delegate or alongside the Delegate as appropriate for each Chapter. It is recommended in the Model Chapter Bylaws and the Best Practices for Chapters that the Delegate be eligible for a maximum of six years. This is considered a best practice; however it is recognized that this may not serve the interests and needs of all chapters. A limit to terms of service is the decision of the individual chapter.

III. Role of the Council Delegate and Alternates:
The Council Delegate will serve various roles in support of the mission of APWA as an Advocate, Liaison and Resource (set forth in the statement of APWA COUNCIL OF CHAPTERS MISSION, ROLE OF THE DELEGATE, AND APPOINTMENT/ELECTION CRITERIA). The Council will complete its mission with a focus on (1) advice to the Board of Directors, the Executive Director, and staff on issues of importance in the achievement of the strategic goals of the Association; (2) effectiveness of the operation of in service to members, (3) communication between their home Chapter and the APWA organization; and (4) communication between Chapters to mentor, advise, coach and assist all Chapters in working toward the achievement Best Practices.

Each year the Council Delegate and Alternates will be asked to provide and/or update their individual profile that provides background on skills and interests along with contact information. This data will be made available to the Steering Committee, Chapter Relations staff, and the Executive Director for the purpose of filling Committee (Standing or Ad Hoc)
positions, aligning Delegates with various opportunities that will be best supported by their individual skills and background. Alternates may serve on Committees as assigned by the Steering Committee, based on need and availability of the Alternate to serve.

IV. Meetings of the Council:

- The full Council will meet twice annually, starting at the 2014 Congress, approximately six months apart with one of those meetings held during APWA's annual Congress. The winter meeting of the Council (approximately January or February time frame) may be scheduled to coincide with the winter meeting of the Board of Directors beginning in 2015 to coordinate assignments, provide input into Association priorities for the coming year, and allow for additional coordination with staff who work with various Committees of the Council.

- Council Delegates are expected to attend each of the meetings of the full Council but may be supported by the Chapter Alternate Delegate at the discretion of the individual Chapters. The full meeting of the Council does not preclude or replace regional meetings of Council Delegates, if a single region meeting or joint meeting of two or more regions is desired by the Chapters involved. Every consideration will be given to allocate time for regions to meet separately at both the Winter and Congress Council meetings.

- During full meetings of the Council, individual Council Committees will be provided meeting time on the agenda to further their collaborative work. Every effort will be made to support collaboration across Regions and Committees to ensure as broad engagement as possible.

V. Role of Council of Chapters Steering Committee:

- The Steering Committee will be composed of nine Delegates, each representing a single region based on current regional alignment as of 2013. Should a change in regional structure occur in the future, the Steering Committee serving at that time will recommend to the full Council an updated representation structure for the Steering Committee, as necessary.

- Appointments to the Steering Committee will be made by each Region and the initial Steering Committee will be selected during the Regional Delegates meetings in 2014. The initial Steering Committee will begin their first term as of the August Congress meeting in 2014.

- If a current Steering Committee member cannot serve their full term, the Region appointing that member will select a new Steering Committee member to fulfill the remaining term period. The rotation of terms of office as set forth below shall be maintained and shall be the determining factor in whether the newly appointed Steering Committee member is eligible to serve a second term of three years duration.

- The Steering Committee, with the guidance and assistance of the APWA Executive Director and appropriate staff, will assign Delegates to Committees, Work Groups, and/or Focus Groups.
Each member of the Steering Committee will serve a three year term and may serve up to two terms (total of six years). Three Steering Committee members will rotate off each year and the initial staggering of terms were established by lottery by the Task Force appointed in 2013 to create the operating structure of the Council. To establish the staggered term structure, the initial term will be considered a “full” term even if it is less than three years, with the Steering Committee member eligible for one additional term of three years.

Staggered Terms are as follows, starting with the 2014 Council meeting in Toronto, ON:
One Year Term (August 2014 to Congress 2015): Region 4; Region 5; Region 9
Two Year Term (August 2014 to Congress 2016): Region 2; Region 3; Region 7
Three Year Term (August 2014 to Congress 2017): Region 1; Region 6; Region 8

The Steering Committee will serve:
1. to coordinate Delegate assignments on Committees;
2. to coordinate with the Executive Director (or his/her designee) topics for Ad Hoc assignment;
3. to coordinate with the Executive Director (or his/her designee) on the development of the agendas for the full meetings of the Council;
4. to coordinate with the Board of Directors liaison (current serving President-Elect); and
5. to coordinate with the Board Policy Advisors to the Council (Advisors to the Council appointed by the President of APWA as needed. The President will coordinate with the Steering Committee to determine the need for advisors annually, based on issues before the Council.

The Steering Committee will meet during the scheduled meetings of the Council and will hold routine meetings by conference call, coordinating with appropriate staff and Board of Directors’ Liaison.

The Council of Chapters Steering Committee shall plan, in collaboration with the Executive Director and Chapter Relations Staff, the agendas for the two Meetings of the Council, the Winter meeting and the Congress meeting.

The Steering Committee will establish the structure for each meeting of the Council, based on the current working Committees, Focus Groups or Standing Committees assignments and reporting structure.

The Steering Committee shall participate in the Regional Directors/Council of Chapters Luncheon at Congress, representing their respective Regions.

A member of the Council Steering Committee, selected by the Committee, will present the annual report of the Council of Chapters to the Board of Directors at the Annual Business Meeting at Congress.
VI. Meeting Agenda Preparation:

- The Steering Committee will prepare the agenda for the each meeting of the Council 40-50 days out from the date of the meeting. Staff will distribute the agenda to all delegates approximately 30 days out from the meeting so that agenda items may be reviewed by delegates with their respective Chapters and/or Chapter Executive Committees prior to the Winter and Congress Meeting. Background materials will be sent to delegates two weeks out from the Winter and Congress Meeting.

- At the Meetings, items of new business may be brought forward for referral to the Steering Committee who will then give consideration to placing the items on the agenda, defer to the next Meeting or refer to a Committee or Staff.

VII. Delegate Reports on Chapter Activities:

At each meeting of the Council, each delegate shall present a one-page written report depicting chapter activities that would be of interest across chapters. This semi-annual report from each delegate will be distributed to all delegates following the meetings.

VIII. Delegate Stipends

Annually APWA National will provide a stipend to each Chapter to help offset travel expenses for the delegate and/or alternate delegate to attend meetings of the Council. The stipend will be paid based on attendance of the Delegate at the Council meetings (Congress and Winter); 50% paid after each Council meeting to the Chapters whose Delegate/Alternate Delegate (or appointed chapter designee) attended that meeting.

IX. Standing and Ad Hoc Committees:

- Standing Committees, Ad Hoc Committees, Work Groups or Focus Groups may be composed of Delegates and Alternate Delegates based on their expression of interest to serve and the skills needed to address the mission of the specific Committee. Delegates/Alternate Delegates shall be appointed to Committees, Work Groups or Focus Groups by the Steering Committee. Committees may reach out to other members or identified resources to assist in their assigned mission/goal.

- Standing Committees will function across multiple years and typically support on-going topic such as Membership Growth; Development of Young Professionals and Student Members; Chapter Mentoring; and Chapter Financing at the Local Level.

- Ad Hoc Committees, Work Groups or Focus Groups will be established to address topics that are generated by Chapters, the Board of Directors, the Executive Director, Technical Committees or staff. These may include such areas as draft policy review; advocacy for specific initiatives (state, province, or federal); new program initiatives; review of Chapter-based award structure and criteria. Delegates may submit topics of interest for consideration by the Steering Committee in establishing the annual work plan.
X. Standing or Ad Hoc Committee Structure

- A committee will be composed of Council Delegates based on subject, Delegate background and interests, and complexity of mission assigned.

- Committees may choose their own Chair, as needed, along with a "recorder" to capture discussion and provide support for work products.

- Committees are encouraged as appropriate to reach out to other units of APWA, or externally, for additional input, review, support, research or collaboration. An individual invited to participate with a Committee is not granted status as a Council member.

- A staff person will be assigned to each Committee to coordinate conference calls, assist with the agenda and support materials.

- The Steering Committee will determine if there is a need for a Steering Committee liaison to an established committee/work group for the purpose of feedback, communication, and direction. The Steering Committee will appointed the liaison. The liaison from the Steering Committee will participate with the established Standing or Ad Hoc Committee or work group.

XI. Staff and Financial Support:

The Council will be supported primarily by the Chapter Relations section of the APWA staff organization. Each spring, during the development of the APWA Operating Budget, the Steering Committee and Chapter Relations staff will collaborate on the work plan for the following fiscal year to identify resource needs that will be incorporated in the budget presented to the Board of Directors' Finance Committee for review and to the full Board of Directors for adoption.

The Chapter Relations staff will serve as key contacts for the Steering Committee and will provide logistical and operational assistance to ensure effective delivery of the work products of the Council. Such support may include conference call facilitation, meeting minutes preparation, agenda development for Council meetings; facilitation to other units of the APWA organization such as Technical Committees, the Sustainability Center, the Government Affairs Committee, the Professional Development Committee and the Accreditation Program.

XII. Board of Directors Responsibilities to the Council:

The current serving President-Elect of the Board of Directors will serve as liaison to the Council, assisting the Steering Committee in coordination with staff and the Executive Director. The liaison role provides a communication connection between the Council and the Executive Committee of the Board of Directors.

Regional Directors will continue to serve as a communication link between Chapters and the Board of Directors and continue to assist in coordination of meetings of the Council, as needed to assist staff in the presentation of information and review of agendas, key topics, etc. Regional
Directors are required to visit individual chapters once during their two year term and will continue to do so.

**XIII. Changes or Amendments to the Council of Chapters Mission & Goals:** The Steering Committee will perform an annual review of, by December 31 of each calendar year, the Council of Chapters Mission & Goals and will advise of recommended changes, working with the Executive Director and Chapter Relations staff. Should a significant change in mission and goals impact the By-Laws of the Association, the Executive Director will work with the Steering Committee to address these changes for consideration by members and ultimate change of the By Laws of APWA.

- A formal review of the Council of Chapters Mission and Goals will be performed every three years by a Committee of the Council appointed by the Steering Committee with regional representation. The Review Committee will prepare a report to the Council. Formal reviews were undertaken in 2007, 2010 and 2013 when the Council existed as the House of Delegates.

**XIV. Urgent Matters of Business:**

- Matters of urgency referred to the Steering Committee of the Council of Chapters by the Board of Directors may be resolved by mail/e-mail ballot action of the delegates. The result of any mail/e-mail ballot action shall be included in the minutes of the next Meeting of the Council of Chapters.

11/16/04
Revised 9/17/11
Revised 8/2014
Restructuring the House of Delegates

Peter B. King
Executive Director
American Public Works Association

The past year, APWA has taken several steps to put in motion changes that restructure the House of Delegates, and refocus the House and its 63 delegates and alternate delegates into a more cohesive, active body supporting APWA initiatives, programs and priorities. Led by a special task force of nine delegates (including the House Executive Committee) and chaired by APWA Past President Elizabeth Treadway, the changes are expected to officially launch in August 2014 at Congress in Toronto. The enhancement of the role of the House emerged from discussions and actions of the Board of Directors to move the Board to focus on longer term, strategic issues for the organization and the realization that the House was an underutilized asset.

Transferring the House of Delegates to become the “Council of Chapters”

The Board of Directors’ focus is on strategic leadership, ensuring that APWA is strong financially, and defining appropriate services to the members and the public works profession. Over the past two years, Board discussions led to redefining its mission to ensure that the Board is focused on strategic issues. In the spring of 2013, the Board acted to redefine its own role and assigning new, expanded responsibilities to the House of Delegates. To fully explore and plan for these important improvements, a House Refocus Task Force was created to redefine the role of the House of Delegates and create an agenda for a “new” House (to be renamed the Council of Chapters) that will serve the Board and staff and work collectively to strengthen, support and grow APWA membership and services through dynamic chapters.

Role of the Council of Chapters

The role of the Council of Chapters will be to serve the organization as advisors to the Board of Directors, the Executive Director, Technical Committees, and other committees and staff in support of APWA’s mission and strategic initiatives. The Council intends to create chapter-to-chapter links that will strengthen how chapters share information and provide support to one another. The Council and delegates will serve as consultants to chapters in support of member engagement and growth. It will provide a mechanism for coordination of information to and from chapters and provide feedback and input for APWA initiatives. The Council will be a way for chapters to identify issues and concerns and share them with the Board of Directors and the Executive Director.

Role of the Delegate

The delegate’s role will change and expectations are that delegates will be more active and involved than in past years. Delegates and alternate delegates (chapters may decide if they feel there is value in appointing an alternate) are well informed on how chapters operate and the Council will capture this expertise and bring it together to serve APWA and its 29,000 members. The focus will be on the achievement of APWA strategic goals, supporting chapters to serve members, serving as the communication link between their home chapter and the national organization. The delegate will serve as a communication link between chapters and the council, advise, coach and assist in working towards the achievement of chapter best practices. The task force has recommended that a delegate serve no more than three, two-year terms but this is a decision that is at the discretion of the chapter.

Council of Chapters Leadership and Governance

The Council will be led by a Steering Committee consisting of nine members, each selected by delegates from each of the nine APWA Regions. Initial appointments will occur at the 2014 Spring House of Delegates Meetings. The Steering Committee will guide the work of the Council and will serve as a liaison to the Board of Directors, National President and executive staff. The nine members on the Steering Committee will have staggered terms for continuity and knowledge sharing and provide a link to topics that are ongoing in the pipeline.

The Steering Committee will be appointing various Standing Committees, Ad Hoc Committees, Task Forces or focus groups with specific topics and outcomes. Areas of focus will reflect organizational priorities as identified by the Board of Directors, the Steering Committee, staff and chapters. Committees will be comprised of delegates, alternate delegates and other members with specific expertise. In January 2014, all delegates and alternate delegates completed a survey that will be used to determine areas of assignment this spring.

The new structure is set up to engage chapters and makes it easy for chapters to reach out to others to share information and both seek and provide support on a chapter program. The Board of Directors’ president-elect will serve as liaison to the Steering Committee, helping frame initiatives and defining missions that need to be accomplished. The president can also add additional advisors, should that be necessary, from among APWA members.

The Council of Chapters will meet twice annually. The first ‘official’ meeting will be in 2014 at the Congress in Toronto, followed by a winter meeting in conjunction with the 2015 Winter Board of Directors meeting. Regional meetings will continue to be held in the spring of 2014; for 2015 and beyond, each individual region will determine if there is value to holding a spring regional delegates meeting given the new structure.

The House of Delegates is not mentioned in the APWA Bylaws. The Task Force and Board feel it is important that the Council of Chapters be institutionalized into the Bylaws, and an amendment to the Bylaws to be voted on this spring by all members is anticipated.

Chapter Outreach

An important dialogue has been occurring on these proposed changes since before the 2013 Congress in Chicago. In addition to briefing delegates on the concept and proposed details at the 2013 Congress, Task Force members have held two conference calls with delegates in their Regions to explain the framework, and gather feedback which has been taken into consideration as the Task Force finalized the structure. The Task Force will be meeting again in late February in Kansas City to continue to discuss and determine operational details, committees and key issues to address. A 16-minute, informative webinar was created that explains the efforts to-date and all chapter presidents and leaders have been sent details. It can be found on apwa.net in the Members Only section under Chapter Leader Resources, Webcasts, and titled “House of Delegate Refocus.” All members interested in more details are encouraged to view the presentation online.

Under Review

There are still items under review, particularly with resources to support the new Council operations in 2014 and beyond. The current chapter stipend of $600 per chapter for travel to meetings is under review given the new meeting structure. The stipend may be increased to accommodate two meetings annually. Additional staffing and other resources are also under consideration to ensure the new structure is supported. All resource needs will be reviewed as the 2015 budget is prepared.

For more information, please contact Peter King at pkling@apwa.net or Brian Van Norman at bvan.norman@apwa.net.

House Refocus Task Force

Chair: Elizabeth Treadway, PWLF
Region I: Carl L. Quiram, P.E., PWLF
Region II: Charles M. Jones, P.E.
Region III: Dawn V. Odom
Region IV: Suzanne McCain, P.E.
Region V: Leslie P. Bland
Region VI: Michael O. Geisel, PWLF
Region VII: Herbert W. Blomquist
Region VIII: Shahnawaz Ahmad, PWLF
Region IX: Paul A. Hindman, P.E., PWLF