



Strategic Plan 2016-2017

APWA Mission Statement

The American Public Works Association (APWA) exists to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities. Working together, APWA and its membership contribute to a higher and sustainable quality of life.

Strategic Planning Background

The APWA Florida Chapter (Chapter) held its inaugural meeting at the Cherry Plaza Hotel in Orlando, FL, on May 6th, 1960. The vision of the charter members was to “address the public work problems as a whole.”

In the 1980's, the Chapter's Executive Committee established goals and objectives to provide direction to the Chapter and the Branches. The following goals and objectives were developed:

1. Strengthen the Chapter through education and training;
2. Encourage Branches to sponsor workshops;
3. Develop Chapter leadership through the Branches; and
4. Increase membership by contacting utilities, consultants, and small communities and counties.

Collectively, these goals and objectives could be considered the Chapter's first strategic plan. The Executive Committee recognized that the Chapter's strength was in the Branches and took steps to increase Branch involvement.

The initial objectives were revised throughout the years by actions of the Executive Committee and a formal Plan was adopted by the Executive Committee on April 24, 2007. The following primary priorities were identified in the 2007 Plan:

1. Marketing APWA
2. Scholarships

3. Youth
4. Work Force Development
5. Emergency Management

The objective of the 2007 Plan was to focus the Chapter on short term priorities, while providing a mechanism to identify and achieve long-term goals. The Plan recognized the Chapter's goals would be dynamic and that the Plan would continually be revised through recommendations of the Chapter's Committees and actions of the Executive Committee.

Strategic Planning was re-visited in 2011 and a series of Tactical Action Plans (TAP's) were developed to supplement the Plan. The TAP's identified the following priorities for the Chapter:

1. Branding
2. Membership
3. Education
4. Leadership

The development and refinement of the Chapter's strategic plan over the years generally maintained three (3) common objectives:

1. Advocacy of Public Works
2. Professional Development
3. Support and Mentorship of Branches

These three (3) objectives mirror the three (3) primary priorities that were identified by APWA's Board of Directors (Board), were included in APWA's Strategic Plan that was adopted by the Board on June 6, 2014, and will be the primary objectives of the Chapter's Strategic Plan.

Florida Chapter Primary Priorities

Advocacy of Public Works

- The Chapter has adopted the "First to Respond, Last to Leave" brand and will continue to promote the brand to improve public perception and appreciation of the public works profession.
- Enhance efforts to provide technical and practical guidance on current, pending, and proposed regulatory and funding issues by involving members on state-wide, regional, and local task forces and advisory groups (i.e., Florida Department of Transportation (FDOT) Local Agency Program (LAP); FDOT Transportation Advisory Councils (STIC), etc.).

- Strengthen partnerships with professional organizations that have similar missions, goals, and objectives.
- Support Branches in promoting the perception of the public works profession and increase Branch activities during National Public Works Week.
- Promote annual award winners and encourage participation in the awards program.
- Develop a State-Wide Recognition Initiative for National Public Works Week.
- Continue to grow and expand the “Thick Orange Line” Brand for Public Works in Florida.
- Develop a stronger state agency advocacy program, including a Legislative Priorities meeting to be done each year in October.
- Promote the National APWA Advocates Program to Florida Chapter members.

Professional Development

- Increase Chapter and Branch participation in web-based continuing education opportunities provided by APWA.
- Improve quality of presentations and diversity of topics at the annual Expo.
- Support Branches in developing training seminars, webinars, and other continuing educational unit (CEU) opportunities.
- Promote, grow, and support the Public Works Academies and Public Work Institutes.
- Increase participation in APWA's accreditation programs.
- Continue funding annual scholarships and diversify educational opportunities.
- Provide City Management professionals information on the DCS Center, the Florida Chapter and APWA Accreditation
- Develop a State-wide Webinar Series to reach members not supported in Metropolitan Areas.
- Develop a Technical Educational Article Series for the APWA Florida Reporter Magazine
- Encourage Participation by providing leadership opportunities and ways of being involved for new members.

Support Branches

- Encourage Branches to use the “Best Practices for APWA Chapter Capacity Building” guidelines as a template for annual planning.

- Strengthen Chapter and Branch interface by encouraging Chapter officers to participate in Branch meetings, planning events, and social outings.
- Chapter Committees will pro-actively provide support to Branches and monitor successes (i.e., Membership, Education & Training, Bylaws, Diversity/Young Professionals, etc.).
- Develop a Branch Mentoring Initiative utilizing current Chapter Officers, Past Presidents, and Past Branch Chairs.
- Develop state-wide Equipment Rodeo standards and provide Branches assistance in putting on their own Rodeo.
- Provide Training on an Annual Basis for Branch Officers, Treasurers, and Leaders to expand their knowledge and capacity.
- Develop technology to provide mobile access to Branch Meetings and Educational Opportunities.

Florida Chapter Secondary Priorities

The following secondary objectives have been identified and are anticipated to be direct benefits of achieving the primary priorities:

- Grow and diversify Chapter membership – It is the Goal of the Florida Chapter to be the APWA chapter with the highest number of members.
- Develop a skilled work force to meet future public works needs
- Prepare for regulatory changes and technological advances
- Promote awareness of the public works profession
- Promote Diversity through outreach from our Branches

Implementation of the Plan

The Plan will be a rolling 3-year plan, to be reviewed and revised by the President, President Elect, and Vice President (Team) on an annual basis. The goal is to provide a mechanism to ensure consistency and clear direction for both short-term and long-term objectives since the referenced officers only serve 1-year terms. The revised Plan will be presented to the Executive Committee for adoption should the Team recommend major revisions (i.e., primary or secondary priorities).

Action plans will be developed by the Team and will be revised annually to achieve the Plan's objectives. The type, number, and role of committees and task forces will be reviewed by the Team annually and goals will be established for each to meet both the short-term objectives of the President as well as the long-term objectives of the Team and the Executive Committee.

Committees and task forces will be responsible for developing, revising, and monitoring individual Committee Plans to meet the goals of the Team and, as a minimum, will present quarterly reports at the Executive Committee Meetings. Refer to Attachment 1 for a list of the 2016-2017 committees and their respective roles.

Attachment 1

2016-2017 Committees and Roles

Strategic Plan

APWA Florida Chapter

The Chapter By-Laws require a minimum of two (2) Standing Committees: the Auditing Committee and Nominating Committee. The President may designate additional standing committees, special committees, and task forces as deemed necessary to conduct Chapter affairs. Members of these committees serve by virtue of their Chapter positions or by appointment by the President.

The role of the committee is to assist in the management of the Chapter, support Branch activities, and be responsive to our members and the communities they serve. The committees also offer members the opportunity to participate at the Chapter level and to become more active in APWA.

Each committee may meet one or more times during the year, depending on need and based on direction from the Committee Chair and/or the President. All committees will give reports at the quarterly Executive Committee Meetings.

The 2014 committees were reviewed by the President, President Elect, and Vice President and have been revised as follows for 2015:

STANDING COMMITTEES

Association Alliance (Best Practices)

The Committee facilitates dialogue, information sharing, and joint venues between the various professional society groups that promote public works. The intent is to partner and form strategic alliances with organizations with similar values and missions. This committee will work through the Technical Committees to build and strengthen relationships with other Associations. The Chair of the Committee shall also serve as the APWA Representative to the Florida Local Government Association Coalition.

Auditing (Bylaws)

The Committee shall consist of at least three Chapter members who shall examine the financial records of the Chapter and perform the annual Fiscal Year examination. The Treasurer shall not be a member of the Audit Committee nor any officer with check signing authority.

Awards

The Committee is responsible for reviewing nominations for all Chapter Awards, except the PACE and Member of the Year Awards. This includes developing the annual application package and promoting

the awards process to Chapter members. The Committee shall also assist Chapter Award Winners in preparing and submitting National Award Application Packages, if applicable.

Bylaws (Best Practices)

The Committee is responsible for reviewing the Chapter's bylaws at a minimum of every three years and submitting proposed amendments to APWA National for approval. The Committee shall also work with the Branches to review, update, and maintain Branch bylaws.

Diversity/Young Professionals (Best Practices)

The Committee advances inclusiveness throughout the Chapter, placing values on all individuals and the different perspectives of those individuals. The Committee will also work with each Branch, as requested, to develop diversity/young professional events and serve as a mechanism for college student outreach/mentoring programs.

Education & Training (Best Practices)

The Committee provides development, guidance, support, and coordination for the Chapter's professional development, education, and training programs. Committee members will generally include representatives from the Public Works Academies and Public Works Institutes.

Expo Steering Committee (By-Laws)

The Committee is responsible for planning and executing the Chapter's annual Expo. The President-Elect will Chair the Committee. This Committee will be composed of representatives of the Host Branch and the Expo Task Force.

Expo Task Force

The Task Force is responsible for developing standard guidelines and formats for the Chapter's annual Expo. The Committee will evaluate financial indicators and member/sponsor feedback following each Expo and make recommendations to the Executive Committee for improvements. The Vice-President will serve as Chair of the Committee.

Finance (Best Practices)

The Committee will review financial results with the Chapter's investment firm(s) and will provide quarterly updates to the Executive Committee. The Committee will also schedule, at least annually, a presentation by the investment firm to the Executive Committee and develop an annual investment strategy for Executive Committee approval.

Government Affairs (Best Practices)

The Committee is responsible for recommending public policy goals, positions, priorities, and strategies to the Executive Committee. The Committee does not have the authority to make policy, but only to develop and implement recommendations of the Executive Committee. The Committee will also

facilitate Chapter involvement in federal, state, regional, and local regulatory task forces and advisory committees.

Historical (Best Practices)

The Committee is responsible for archiving and recording the Chapter's historical information and events.

Magazine (Best Practices)

The Committee is responsible for developing and distributing the *APWA Florida Reporter Magazine*.

Marketing (Best Practices)

The Committee develops and distributes written and electronic materials to promote APWA, the Chapter, and our members. It is the responsibility of this committee to promote and when necessary, revise, the Chapter Brand.

Member of the Year

The Committee shall promote and solicit Member of the Year applications from all District Representatives. The Committee shall review applications and will typically present the winner at the annual Expo.

Membership (Best Practices)

The Committee will develop recruiting and retention strategies for the Chapter and will work with each Branch to develop similar strategies. The Committee will monitor quarterly membership reports for unfilled agency membership positions and will actively work with the respective Branches to fill the open positions.

Nominating (Bylaws)

The Committee shall develop and report the names of its nominees for each office standing election (the offices of President-Elect, Vice-President, and Secretary annually and the Council of Chapters Delegates every three years) to the Executive Committee. The Committee shall consist of the three (3) most recent, available Past Presidents having current membership in the Chapter. The Chair shall be the most senior Past President by term of office.

PACE Award

The Committee is responsible for collecting and archiving Chapter, Branch, and member information throughout the year for inclusion in the PACE application. The Committee will identify areas potentially requiring attention and will work with the Executive Committee to remedy any deficiencies prior to the submitting the application.

Past President's Council (Best Practices)

The Committee shall serve as an advisory group to the Chapter and will look for opportunities to involve Past Presidents for recruiting and/or other volunteer opportunities. The Committee will also maintain a contact list for Past Presidents.

Public Works Week (Best Practices)

The Committee is responsible for working with the Chapter and the individual Branches to promote National Public Works Week, including securing a resolution from the Governor and other dignitaries in support of NPWW.

Rodeo

This committee shall manage the efforts to put on a chapter-wide equipment rodeo and to advise Branches on developing and managing a local program. This committee shall develop and update standards for Rodeo events in the state of Florida.

Scholarship

The Committee will develop, promote, solicit, and review scholarship applications on behalf of the Chapter and make recommendations for annual scholarship recipients. The Committee will also remain in contact with former recipients and encourage them to maintain Chapter membership. The Chair will automatically be a Director on the Scholarship Foundation Board.

Scholarship Foundation Board (Foundation Bylaws)

The Committee is responsible for governing and managing the funds of the Scholarship Trust Fund. The Committee will recommend the number and amount of scholarships to be awarded each year to the Executive Committee. The immediate Past President of the Chapter shall Chair the Board. The President of the Chapter shall be the President Elect of the Board, the President Elect of the Chapter shall be the Executive Vice President of the Board, the Vice President of the Chapter shall be the Vice President of the Board, the Secretary of the Chapter shall be the Secretary of the Board, the Treasurer of the Chapter shall be the Treasurer of the Board, the Council of Chapter Delegate shall be a Director of the Board, and the Chair of the Scholarship Committee shall be a Director on the Board.

Website / Insurance

This committee will be charged with updating and maintaining the Chapter website. This committee will also manage and educate the Branches on the use of the event management and insurance requirements associated with the website.

TECHNICAL COMMITTEES

The Technical Committees's primary responsibility will be promoting, soliciting, reviewing, and recommending abstracts for technical sessions at the Chapter's annual Expo. The Committee will also

recommend Chapter members to be appointed by the Executive Committee to serve as liaisons to National Committees which request such designees. Finally, each Technical Committee shall recruit and provide one technical article for the Magazine on an annual basis.

Emergency Management

The Emergency Management Committee's shall provide APWA members with resources and a forum for exchanging and developing ideas, knowledge, and technologies for minimizing the impact and consequences for disasters. It also intends to foster recognition of public works' important role(s) in emergency management, including its strong involvement in mitigation and recovery, as well as to influence public policies that will strengthen the ability of government at all levels to better address disaster management.

Engineering & Technology

The Engineering and Technology Committee shall encourage the increase, sharing, and application of knowledge about technology and advancing practices in public works, pursuing APWA's mission to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities.

Facilities & Grounds

The Facilities and Grounds Committee shall provide APWA members with the resources for exchanging and developing ideas, information, skills, knowledge, and technologies for the operation, management, and maintenance of public buildings, grounds, and parks. The committee also recommends and advances APWA policies and positions concerning public buildings and grounds issues.

Fleet Services

The Fleet Services Committee shall support APWA's role as the recognized leader in public works by providing its members with the resources for exchanging and developing ideas, information, skills, knowledge and technologies for the operation, management, and maintenance of public sector vehicle and equipment fleets. The committee also recommends and advances APWA policies and positions concerning fleet operations.

Leadership and Management

The Leadership and Management Committee shall advance Public Works professionalism through research, application and advocacy of innovative leadership and best management practices.

Solid Waste

The Solid Waste Committee shall serve as a center of expertise on solid waste issues for APWA. The Committee develops and promotes environmentally sound, cost effective and efficient solid waste management policies and programs for APWA members by reviewing the latest technologies, practices, regulations and legislation in the field and providing opportunities to exchange information.

Transportation

The Transportation Committee shall provide APWA members with resources for exchanging and developing ideas, information, skills, knowledge, and technologies for the advancement of APWA's transportation objective and to develop and advocate environmentally sound, sustainable, cost effective and safe systems that enhance the livability and quality of life in our communities through active public involvement.

Utility & Public Right of Way

The UPROW Committee shall provide education and information that will raise awareness and promote the best use of the public rights-of-way for the public good; to provide a forum where stakeholders can come together to discuss common issues and best management practices that will promote the peaceful integration of all users and stakeholders within the public rights-of-way.

Water Resources

The Water Resources Committee shall advocate and educate for the management of water resources to achieve resilient and sustainable systems.

Notes:

Best Practices – Consistent with “Best Practices for APWA Chapter Capacity Building” guidelines

Bylaws – Required by Chapter bylaws

Foundation Bylaws – Required by Scholarship Foundation Bylaws