REGIONS VI & VII

2007 SPRING REGIONAL

HOUSE OF DELEGATES

MEETING

Tulsa Community Center
Tulsa, Oklahoma
Friday, May 4, 2007

Doubletree Hotel
Saturday, May 5, 2007
Regions VI & VII Spring House of Delegates Meeting

Tulsa Community Center
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AGENDA

1. Call to Order       Dale Houdeshell & LeRoy Givens, Regional Directors
   2. Appointment of Secretary       Delegates
   3. Approval of September 9, 2006 Regional House of Delegates Minutes
      Region VI & VII Delegates
   5. Report of Semi-Annual Chapter Highlights       Delegates

   Discussion of Chapter Capacity Building       Bill Verkest, President
      Brian Van Norman, Director of Chapter Relations

   6. Call for Nominations for 2007-2008 Second Vice-Chair for House of Delegates Executive Committee
      Region VI & VII Delegates
   7. Appointment of Regional Representative to Perform Review of House Mission and Goals
      Dale Houdeshell & LeRoy Givens, Regional Directors
   8. Think Tank Discussions
      ▪ Survey of Chapters to Determine How Organized and Develop Chapter Organization Models
      ▪ Develop List of “Best Practices” Used by Chapters
      Delegates
9. Identification of Information Chapters Need From National Technical Committees

10. Identification of 2007 Annual Meeting Agenda Topics

11. Review of APWA Student Chapter Pilot Programs
   Minnesota Chapter, Region VI
   Arizona Chapter, Region VII

12. Other Business
   Regions VI & VII Topics:
   a.
   b.

13. Adjournment

Dale Houdeshell & LeRoy
Givens, Regional Directors

4/06/07
1. Call to Order

Dale Houdeshell, Region VI Director and LeRoy Givens, Region VII Director, will call the meeting to order and provide any announcements that are necessary.

*Please check over the attached rosters and identify any changes that need to be made to addresses, phone/fax numbers, e-mail addresses in the APWA database. Please send all changes to Kaye Sullivan by June 15, 2007.*
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<tr>
<th>Region</th>
<th>Delegate</th>
<th>Alternate Delegate</th>
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<td><strong>Iowa</strong></td>
<td>Mr. Larry Stevens</td>
<td>Mr. Gregory W. Reeder</td>
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<td><strong>Delegate</strong></td>
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<td><a href="mailto:greeder@ci.councilbluffs-ia.gov">greeder@ci.councilbluffs-ia.gov</a></td>
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<td>City of La Vista</td>
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<td>Mr. Joe H. Soucie</td>
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| North Dakota                      |                       |                |                   |                        |                      |                   |                          |              |
| Delegate                          | Design/Construction Engineer | City of Bismarck | PO Box 5503 | 221 N 5th St | Bismarck, ND 58506-5503 | Phone: (701) 222-6429 | Fax: (701) 222-6593 | dheinert@nd.gov | 1/96 - 12/07 |
|------------------------------------|-----------------------|----------------|----------------|------------------------|----------------------|-------------------|--------------------------|--------------|
| Mr. Dale M. Heinert, PE            | Public Works Director  | City of La Vista | PO Box 910 | Watertown, SD 57201-0910 | Phone: (605) 882-6204, x14 | Fax: (605) 882-5264 | hblomquist@watertownsd.us | 9/03 - 12/07 |

| South Dakota                      |                       |                |                   |                        |                      |                   |                          |              |
| Delegate                          | Public Works Director  | City of Watertown | PO Box 910 | Watertown, SD 57201-0910 | Phone: (605) 882-6204, x14 | Fax: (605) 882-5264 | hblomquist@watertownsd.us | 9/03 - 12/07 |
## Arkansas

**Delegate**

Mr. James Nichols, PE  
Deputy City Manager  
City of Goodyear  
190 N Litchfield Rd  
Goodyear, AZ 85338-1370  
Phone: (623) 882-7058  
Fax: (623) 882-7063  
jim.nichols@goodyearaz.gov  
1/06 - 12/07

**New Mexico**

**Delegate**

Mr. Howard C. Stone  
Chief Operations Officer  
Bohannan Huston, Inc  
7500 Jefferson St NE  
Albuquerque, NM 87109-4385  
Phone: (505) 923-1000  
Fax: (505) 790-7988  
hstone@bhinc.com  
9/06 - 12/07

**Alternate Delegate**

Mr. Wilfred A. Gallegos  
Senior Engineer-Transportation  
City of Albuquerque  
8137 Shannon St NE  
Albuquerque, NM 87109-4943  
Phone: (505) 924-3991  
Fax: (505) 924-3864  
wgallegos@cabq.gov  
1/07 - 12/07

**Oklahoma**

**Delegate**

Ms. Mary Ann Summerfield  
Director Parks & Recreation  
City of Tulsa  
1712 Charles Page Blvd  
Tulsa, OK 74127-8420  
Phone: (918) 596-7870  
Fax: (918) 596-7249  
msummerfield@ci.tulsa.ok.us  
1/98 - 12/07

**Texas**

**Delegate**

Mr. Jimmy B. Foster, PE  
Director of Public Works  
City of Plano  
PO Box 860358  
4120 W Plano Pkwy  
Plano, TX 75086-0358  
Phone: (972) 769-4128  
Fax: (972) 769-4172  
jimmyf@ plano.gov  
1/02 - 12/07

**Alternate Delegate**

Mr. Timothy Tumulty  
Director of Public Works  
City of Mesquite  
1515 N Galloway Ave  
Mesquite, TX 75149-2300  
Phone: (972) 216-6335  
Fax: (972) 216-8181  
ttumulty@ci.mesquite.tx.us  
1/07 - 12/07
2. Appointment of Secretary

The house should appoint a secretary to record the minutes of the meeting for the two regions or may wish to appoint a secretary for each region. The recorded minutes should then be forwarded to headquarters c/o Kaye Sullivan and to each delegate in the two regions and the regional directors. Your region will approve those minutes at the next regional House of Delegates meeting on September 8, 2007.

Your prompt electronic submission of the minutes (and attachment of delegate reports) will be appreciated.

Staff will then forward the minutes and delegate reports to all delegates and regional directors when all minutes have been received.
3. Approval of September 9, 2006 Regional House of Delegates Minutes

Minutes of the Region VI HOD meeting are included in your packet of materials. Headquarters did not receive a copy of the Region VII HOD meeting minutes from September 2006. It is suggested that the secretary for that meeting forward a copy to the Region VII delegates and region director.

Motion: That the Region VI House of Delegates approve the regional meeting minutes of September 9, 2006.

Motion: That the Region VII House of Delegates approve the regional meeting minutes of September 9, 2006.
Call to order
Region Director Dale Houdeshell called the Fall Region VI House of Delegates meeting to order at 11:00 AM on Saturday, September 9, 2006 in Kansas City, Kansas.

Introduction of Delegates
Those present introduced themselves. It was announced that former Minnesota Chapter Delegate Jim Gates is recovering from his recent stroke.

Appointment of Secretary
Larry Stevens, Iowa Chapter Delegate, was appointed as Secretary for the meeting.

Approval of Minutes
The minutes of the Joint Regions V and VI meeting conducted on March 7-8, 2006 in Toledo, Ohio were unanimously approved following a motion by Stan Siu and seconded by Mac Andrew.

Regional Director’s Report
Region VI Director Dale Houdeshell reported the following:

- Membership in APWA is currently over 28,000, an all-time high. There were 27,851 members in July 2006, an increase of 901 since July 2005. Canadian membership is also at its highest level ever with 1924 members (1822 in July 2006). The “Never Been a Member Campaign” has successfully included 551 new members, 57.5% which opted for the two-year option. A goal of 88-90% retention has been set for new members.
- New appointments to National committees and task forces for the upcoming year have been made. This process was completed quicker than most years.
The following Board members were recently elected:
- Larry Frevert, President-Elect
- Larry Koehle, Region V Director
- Ann Burnett, Region VIII Director
- Ken Nerland was appointed by the Board as the Fleet & Facilities Director to fill the remaining two years of Larry Frevert’s term.

Certification by APWA was discussed. Certified Public Fleet Professional will have its first exams given at the 2007 North American Snow Conference. Certification of construction inspectors is being analyzed. Co-certifying Grounds Managers and Stormwater Managers with other organizations is being researched. The Board is considering the development of a blueprint for future certification programs.

The following Click, Listen & Learn sessions are scheduled:
- Ready, Set, Plow – Tips & Tasks for Preparing Your Fleet for Snow Season – September 28
- Context Sensitive Design – October 11
- QBS for Public Agencies – Red Book Updated – October 26
- S.O.S. for Sidewalks – November 9
- Developing an Effective Safety Program – December 7
- Growing Your Tree Replacement Program – January 10
- Sewer Maintenance Innovations – January 31
- Traffic Calming Design Guidelines – February 15
- Get Your Assets in Gear – The Economics of Managing the Infrastructure – March 8
- State of the Art Technologies for Stormwater Management – April 12

Fleet Management Workshops will be in Glenview, IL on November 1-3 and in San Diego on February 7-9.

A Construction Inspection Workshop will be held in Garden Grove, CA on November 1-3.

To date, 38 agencies have been accredited and 16 more are working towards accreditation.

Chapter Leaders Training will be held in Kansas City on February 8-9, 2007. Get the word out to the chapters now. *Andy Haney mentioned that the chapters’ stipend for delegate expenses should be increased.

The Board will approve the strategic plan at its meeting on September 13.

National has a call for applications for Jennings Randolph Fellowships for 2007 for conferences in Mexico and Australia.

The 2006 Congress in KC will include 272 speakers and various workshops, general sessions, roundtable discussions, and working meals. At this time, there are 1,781 full registrants, up slightly from last year. Banquet tickets are available for purchase.

There will be a First Timers meeting the morning of September 10.

6) Report of Delegates on Chapter Activities
Delegates submitted written reports of the Chapter highlights and discussed their chapters’ activities. North Dakota’s representative will submit their Chapter report at a later date. The Chapter reports are attached for your perusal and use.
The Delegates discussed the distribution of newsletters, printed and in electronic format. Distributing electronically saves big dollars; however, some members may still prefer hard copies.

Appointments to National committees and task forces were discussed. There was some dissatisfaction with the lack of appointments from some chapters, but there is much competition for some positions.

7) **Discussion of Governance Issues**

The recommendations of the Governance Task Force were discussed. The delegates were urged to discuss the issues with their chapter leaders and get feedback. The following were noted:

- The House was recognized as a valuable tool.
- Is there a problem with chapters communicating with National? The delegates are key to this issue.
- The proposed realignment of regions will reduce impact on regional directors. Although affected by the proposal, Region VI does not have a big problem with this proposal.
- The proposal to limit delegates to three two-year terms may be a problem for smaller chapters; this should be a recommendation to the chapters and not a mandate.
- Consideration of the House of Delegates as a “Think Tank” is a good idea since that is what it is already. Unlike how this issue was handled, if the opinions of the House are desired, adequate information should be provided to the delegates in advance of the meeting.

8) **Spring Delegates Meeting**

The Spring Region VI House of Delegates meeting will be held jointly with Region VII in Tulsa, OK on May 4-5, 2007. Region VI will then host Region VII in the spring of 2008 in Kansas City at the Mid America Conference.

9) **Other**

Brian Van Norman was introduced as the Chapter Relations Director. Andy Haney’s request for a delegate stipend increase will be considered further.

There being no further business, the meeting adjourned at 1:10 p.m.

Respectfully Submitted,

Larry Stevens
4. Report of Regional Directors

Dale Houdeshell and LeRoy Givens will provide an informational report on national level activities since the last meeting.

A report from the President-elect Larry Frevert is provided for you in your agenda book.
Since becoming President-Elect of APWA at the 2006 Congress in Kansas City, I have appreciated the opportunity to represent APWA while attending several chapter meetings and events. At each chapter I have visited, I have met wonderful people that take great pride in the professional public works services they provide.

My activities have been:

- **September 20-21, 2006**: Along with Director Houdeshell, I attended the Iowa Chapter Fall Conference in Des Moines and presented the chapter with a resolution recognizing their significant contributions to successful planning, production and management of the 2006 International Congress and Exposition.
- **October 10, 2006**: I attended the Kansas Chapter Fall Conference in Topeka and also presented them with a copy of the resolution recognizing their significant contributions to the successful planning, production and management of the 2006 International Congress and Exposition.
- **November 12-14, 2006**: Along with President Verkest and Director Houdeshell, I attended the MO Chapter Fall Conference at the Lake of the Ozarks. I presented a session entitled “Gaining the Professional Edge – Accreditation for Public Works Agencies and Certification for Public Works Employees.”
- **November 15 and 16, 2007**: Along with Director LaFever, I attended the New Jersey Chapter’s Annual Awards Breakfast in Atlantic City and made comments in recognition of the awardees’ accomplishments.
- **November 16, 2007**: Along with Director LaFever, I attended the Western Pennsylvania Chapter’s Annual Vendor Appreciation Dinner in Pittsburgh and made comments in recognition of the chapter members and their vendor supporters.
- **December 7, 2007**: I attended the Chicago Metro Chapter’s Annual Holiday Party in Chicago and made comments to the chapter in recognition of their outstanding chapter work. I also attended part of their executive committee meeting and provided updates on APWA business, including the upcoming vote on the By Laws Changes and the Governance Committee’s Recommendations and Implementation strategies.
• December 12, 2006: Along with Director Houdeshell, I attended the Kansas City Metro Chapter’s Annual Holiday Party, presented them with a copy of the resolution recognizing their significant contributions to the planning, production and management of the 2006 International Congress and Exposition. I also provided other comments in recognition of my “home” chapter’s outstanding service to APWA.

• January 10, 2007: Along with President Verkest, Past President Freudenthal, Executive Director King and Legislative Affairs Director Fahey, I attended a meeting in the office of the Secretary of Transportation Mary Peters in Washington DC. We had an outstanding meeting with Secretary Peters and members of her staff and discussed APWA’s involvement in and commitment to passage of the federal transportation legislation.

• January 29 and 30, 2007: I attended the Education Committee’s meeting in APWA’s Kansas City offices.

• February 7 and 8, 2007: I attended the Board of Director’s meeting in APWA’s Kansas City office.

• February 9 and 10, 2007: I attended the Chapter Leaders’ Conference at the Hyatt Regency in Kansas City. I presented a session entitled “Credibility – An Essential for Preparing Your Chapter’s Script.”

• February 10, 2007: I attended part of the Facilities and Grounds Technical Committee Meeting in APWA’s Kansas City offices.

• February 11, 2007: I attended part of the Fleet Services Technical Committee Meeting in APWA’s Kansas City offices.

• February 13, 2007: I presented a program to the Kansas City Chamber of Commerce’s Centurion’s Class entitled “America’s Infrastructure in Crisis.”

• February 26, 2007: I attended part of the UPROW Technical Committee meeting in APWA’s Kansas City offices.

• February 27 and 28, 2007: On the 27th, I attended a dinner with Past President Freudenthal, Board Member LaSalle, Executive Director King and APWA Staff Member Jensen and New Orleans area public works officials to discuss their efforts in Katrina Recovery. On the 28th, we toured some of the Katrina damaged areas in New Orleans and area and then we attended the first meeting of the newly consolidated Louisiana Chapter. I installed their new chapter officers and made comments along with Past President Freudenthal to the attendees.

• March 2, 2007: I attended part of the Solid Waste Technical Committee meeting in APWA’s Kansas City offices.

• March 7 and 8, 2007: Along with President Verkest and Director Houdeshell, I attended and spoke to the Iowa Chapter Spring Conference.

• March 23, 2007: I presented a program for the Transportation Seminar Series to the University of MO-Columbia, Iowa State University and Northern Iowa University.

• March 28, 29 and 30, 2007: I am participating in the Education Summit in Denver, CO.

To the Delegates that receive this report, I would like to call your attention to a concern that I have for our colleagues in the Louisiana Chapter. As they prepare to host the 2008
Congress, they are challenged by lack of members to fill the volunteer roles and lack of funding to produce a Congress that will be representative of their community and the great city of New Orleans. I encourage each chapter to consider asking some of their members to volunteer to help the Louisiana Chapter and if your treasury allows, make a financial contribution to that chapter.

Thank you.

Larry Frevert, P.E., President-Elect
APWA
5. **Report of Semi-Annual Chapter Highlights**

Delegates are requested to provide a one-page summary of activities of the chapter and identification of successful events of the chapter since the Annual 2006 House of Delegates meeting at Congress for the spring meeting of the House.

*Regional Directors have requested that delegates add one to three items to their report that their chapter is considering doing (or the delegate would like for their chapter to consider doing) within the next year that is (or would be) a new activity for the chapter. Some ideas can be found in the Best Practices for APWA Chapter Capacity Building under Agenda #8.*

*The semi-annual report from each delegate is to be appended to the regional minutes. Please forward those reports in electronic format to Kaye Sullivan as soon as possible.*
Discussion of Chapter Capacity Building

President Bill Verkest and Chapter Relations Director Brian Van Norman will discuss chapter capacity building and how to use the tool found under Agenda #8 (Best Practices for Chapter Capacity Building) throughout the year in understanding the importance of annual planning and strategic development to increase the success of your chapter.
6. Call for Nominations for 2007-2008 Second Vice-Chair for House of Delegates Executive Committee

At the 2004 annual meeting of the House of Delegates, the House took action on nominations for the House of Delegates Second Vice-Chair position on the House Executive Committee. The following excerpt is from the 2004 annual meeting minutes of the House:

The Board had also requested the House examine its process for setting the ballot for the House Executive Committee officer positions. The Board would like for the House to be as inclusive as possible in consideration of delegates who wish to serve on the Executive Committee. The roundtables had discussed this issue and reported to the House in the previous agenda item. A motion was presented, seconded and carried that staff advise delegates at the spring meetings of the House of a call for nominations for the House Executive Committee position of Second Vice-Chair and each region should have the ability to send forth a nomination from their region to the Nominating Committee; further, the Nominating Committee will be comprised of the last three available House Executive Committee chairs, who are current delegates. The vice-chairs will automatically move up to the position of chair.

Also included for your information is a document identifying the operating procedures of the role of the Executive Committee and the nominations process for the House.

According to the operating procedures, the HOD Nominating Committee for 2007 will be comprised of:
- Les Bland, Chair (Region V)
- Mio Johnson (Region IX)
- TBD

Delegates are hereby noticed of a call for nominations for the House Executive Committee Second Vice-Chair. Regions VI and VII delegates may wish to put forward a nomination from the combined regions or separately. Please notify Kaye Sullivan by June 1, 2007 of the nomination(s) and request the candidate(s) complete the attached questionnaire and submit to Kaye by June 15th. The HOD Nominating Committee will meet after June 15th to prepare a ballot for the House to consider on September 8, 2007.
APWA HOUSE EXECUTIVE COMMITTEE CANDIDATE
FOR 2ND VICE CHAIR

QUESTIONNAIRE

[Please type your information into this form – you may delete the current text under each heading.]

NAME AND CHAPTER:

Please identify your name and your chapter.

CHALLENGES/ISSUES FOR HOUSE OF DELEGATES:

In your opinion, what are the two greatest challenges/issues facing APWA chapters and consequently the House of Delegates today?

LEADERSHIP EXPERIENCE:

Please provide a brief description of your past APWA/Chapter leadership experience.

Forward to Kaye Sullivan, for receipt no later than close of business June 15, 2007. E-mail is preferred at ksullivan@apwa.net, or you can fax to me at 816.595.5333. That goes directly into my computer.
AMERICAN PUBLIC WORKS ASSOCIATION

HOUSE OF DELEGATES

OPERATING PROCEDURES FOR APWA HOUSE OF DELEGATES

Role of House of Delegates Executive Committee:

- The House of Delegates Executive Committee shall plan the agendas for the Annual Meeting of the House and the Regional Spring Meetings of the House through review of minutes of issues raised at the last annual meeting or issues raised at the previous regional meetings. Staff will also provide a list of potential issues for the agendas. The Board of Directors may refer issues to the House for discussion and input.

- The Chair of the House shall preside at the Annual Meeting of the House. The First Vice-Chair and the Second Vice-Chair shall provide information to the House on the agenda and the Roundtable Sessions.

- The Executive Committee (including the outgoing Chair and the incoming Second Vice-Chair) shall participate in the Regional Directors/House of Delegates Luncheon at Congress.

- The outgoing Chair will present the annual report of the House of Delegates to the Board of Directors at the Annual Business Meeting at Congress.

Agenda Preparation:

- The Executive Committee will prepare the agenda for the Annual Meeting 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 Annual Meeting. Background materials will be sent to delegates two weeks out from the Annual Meeting.

- At the Annual Meeting, items of new business may be brought forward for referral to the Executive Committee who will then give consideration to placing the items on the agenda of the next Regional Meetings of the House of Delegates.

- The Executive Committee will prepare the agenda for the Regional Meetings of the House of Delegates approximately 45 days out from the first scheduled Regional Meeting. The agenda shall include an area for agenda items suggested by delegates and/or Regional Directors specific to their region. Staff will distribute the agenda to delegates approximately 30 days out from their Regional Meeting so that agenda items may be reviewed by delegates with their respective Chapters and/or Chapter Executive Committees prior to the Regional
Meeting. Background materials will be sent to delegates two weeks out from their Regional Meeting.

Delegate Reports:

- At each meeting of the House, whether annual or regional, 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 provided to the Regional Directors and appended to regional minutes and the Annual House of Delegates minutes.

Nominations Process for House of Delegates Executive Committee:

- The last three available past Chairs of the House Executive Committee, who are current delegates, will serve as the House Nominating Committee each year. The Chair of the Nominating Committee shall be the most recent Chair of the House.

- Staff will advise delegates at the spring meetings of the House of a call for nominations for the House Executive Committee position of Second Vice-Chair and each region shall have the ability to send forth a nomination, with a brief bio, from their region to the Nominating Committee. The current First Vice-Chair and Second Vice-Chair shall move up to Chair and First Vice-Chair respectively.

- The Nominating Committee shall review nominations with bios to determine the most capable, knowledgeable leader for the House Second Vice-Chair. All things being equal, the Nominating Committee shall consider geographical representation of past House officers.

- The Nominating Committee Chair shall present the ballot to delegates at the Annual Meeting of the House for the position of the House Second Vice-Chair.

- Additional nominations may be made from the floor by delegates at the Annual Meeting. Officers elected at the Annual Meeting will assume office the first day of Congress and serve through the following Annual Meeting or until their successors are duly elected.

- Should a vacancy occur on the House of Delegates Executive Committee, the position of Second Vice-Chair will be filled by appointment by the APWA President for the remainder of the term upon the recommendation of the remaining Executive Committee members, and, if necessary, the positions of Chair and First Vice Chair will be filled by the First Vice Chair and the Second Vice Chair, respectively, for the remainder of the term.
**House of Delegates Mission & Goals:**

- A small group (3-4) of delegates or the HOD Executive Committee will perform an annual review of the House of Delegates Mission & Goals and will advise the House of that review at the Annual Meeting.

- A formal review will be performed every three years by a task force with regional representation, appointed by each Regional Director. The task force will prepare a report to the House at the Annual Meeting. The formal reviews to be completed 2007, 2010, 2013…

**Urgent Matters of Business:**

- Matters of urgency referred to the Executive Committee of the House of Delegates 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 annual Meeting of the House of Delegates.

11/16/04
7. **Appointment of Regional Representative to Perform Review of House Mission and Goals**

According to House of Delegates Operating Policy, a formal review of the House of Delegates Mission and Goals will be performed every three years by a task force with regional representation, appointed by each Regional Director. The task force will prepare a report to the House at the Annual Meeting. The formal reviews are to be completed 2007, 2010, 2013…

Therefore, Dale and LeRoy will each need to appoint a representative from their respective regions to serve on a task force by conference call sometime prior to the September 8, 2007 House of Delegates meeting in San Antonio.

*Please notify Kaye Sullivan of the name of Region VI and Region VII’s representatives by June 15, 2007.*
8. Think Tank Discussions

In June 2006, the Board of Directors acted to request the House of Delegates examine a recommendation to change the mission of the House to serve as a “think tank” for the association, forecasting trends in the profession and to be tasked annually with a specific project by the Board of Directors. The House discussed this recommendation at the September 2006 meeting and a task force was appointed by HOD Chair Jimmy Foster to further discuss this recommendation. A report from the task force was prepared for the Board in November 2006 which recommended that the role of the House of Delegates be enhanced to use the House as a Think Tank, but that the basic mission of the House not change from its current role as the communication link from the chapters to National.

In December 2006, the Board agreed that the House of Delegates mission should be enhanced to serve as a “think tank” for the association and that the Board would task the House with a specific project annually. The Board also agreed at that time that regional directors should encourage regional leadership meetings.

The Board met in February 2007 and determined topics for the House of Delegates Executive Committee to consider for the HOD “think tank” discussions. The HOD Executive Committee chose two topics for discussion:

1) Perform a survey of chapters to determine how they are organized (and why) and develop a chapter organization model based on the survey results for both small and large chapters.

2) Develop a list of “Best Practices” being used by chapters to enhance delivery of services to their members, recruit and retain membership, and advance the profession of public works.

The concept for discussion of these broad topics is identified below:
- Delegates receive and review the topics prior to their regional meeting.
- If time, delegates discuss the topics with the Chapter Executive Committee for their input.
- Delegates discuss the topics at the spring regional House of Delegates meeting to hear input from other chapters in the region.
- Delegates take these discussions/thoughts/ideas back to their chapter to gain additional input through discussions with members and Chapter Executive Committee; and perhaps research how other associations they belong to structure their chapter/constituent organizations and identify benchmarks for success of their chapter/constituent organization.
- Delegates come prepared to discuss these topics further at the September annual meeting of the House.
- Delegates further discuss these topics in roundtable sessions with delegates from other regions.
- Delegates work with a facilitator to bring closure to the discussion of these topics.
Staff work with HOD Executive Committee to prepare a report to the Board of Directors for their September meeting at the close of Congress.

The following discussion points and questions are introduced just to spur discussion of the “think tank” topics. These two topics have some overlap, but both are designed to create more successful chapters.

Discussion Topic #1: The outcome is to develop a chapter organizational model for small chapters and for large chapters. Generally larger chapters have more of their membership volunteering for leadership positions; smaller chapters usually have a few members fulfilling many roles. APWA has 22 chapters in the range of 1-200 members; 21 chapters in the range of 201-500 members; and 21 chapters above 500 members. Chapters in the middle range might use the model closest to their membership size or model themselves according to the large chapters in order to someday reach that goal.

- How is your chapter organized to provide services to your members?
- Does your chapter have an organized Technical Committee structure that mirrors those committees at the national level? Does your chapter have any Technical Committees?
- If you have Technical Committees in your chapter, have you combined committees under different titles than what the national level uses? If so, what are the titles of your committees?
- Does your chapter use a committee structure to accomplish business or services for members? If so, how many committees does your chapter utilize? What are the major committees in your chapter?
- Do your chapter Executive Committee members serve in a liaison capacity with each of your committees? If not, does your Executive Committee receive reports from your committee chairs from time to time?
- If you have branches, what role do your branches play in providing member services?
- Do you have an annual strategic planning meeting? Is this meeting facilitated by a member or chapter officer or do you hire an outside facilitator? Has your chapter utilized the APWA Chapter Relations department staff to facilitate a strategic planning meeting? If your chapter has never developed a strategic plan, are you considering development of a plan in the near future?
- How frequently does your Executive Committee meet? What is the typical agenda for those meetings?
- Does your chapter interact with the state legislature on emerging legislation?
- How frequently do you have a chapter meeting (monthly, semi-annually)? How frequently do you have a chapter conference (semi-annually, annually)? If you have a chapter conference, do you have vendor exhibits and/or heavy equipment shown?
- Does your chapter offer CEUs for your programs?
- If you have branches, how often do the branch Executive Committees meet? How often do the branches have programs for members?
- How is your Executive Committee selected – Nominating Committee, Past Presidents select, whomever volunteers to serve, move members up through
committee work and then onto the Board? Do you hold an election by members present at an annual meeting? Do you hold an annual installation of officers?

- Does your chapter hold an orientation for new Board members? Does your new chapter president hold a leadership meeting for the committee chairs and Board members who will be working with the president during his/her term? If not, would your chapter be interested in national developing a template for Board orientation and a template for a leadership meeting? What type of topics/issues/information sharing would you like to see on those templates?

- Does your chapter hire a paid chapter administrator either full time or part time? What specific services does the administrator perform?

Discussion Topic #2: The outcome is to identify what chapters are doing that make them successful. (Best Practices for APWA Chapter Capacity Building is attached.) Delegates are asked to complete this tool prior to the spring regional meeting, if possible.

- Has your chapter previously used or is it using the APWA Best Practices for APWA Chapter Capacity Building? Has it been beneficial to you? If not, why not?

- How do you develop the educational programs/activities provided to your membership (i.e., Education Committee, ask individual members to develop program, seek outside speakers)?

- What specific actions does your chapter take to recruit new members? Have you discovered any secrets to retaining your new members?

- What specific methods does your chapter employ to involve members in committees, programs and other chapter activities?

- Does your chapter have a spouses’ program as part of your chapter activities?

- Does your chapter hold special functions such as an equipment show or golf tournament as part of your chapter activities? Does your chapter use a golf tournament as a means to raise money for a scholarship/internship program?

- Do consultants/vendors help sponsor any of your chapter activities?

- Does your chapter employ any special fund raising events outside of your normal chapter activities?

- Does your chapter hold joint meetings with other professional organizations?

- Is your chapter involved in any civic activities such as roadway clean-up or heart walk?

- Does your chapter help participate in a local community project to demonstrate the value of public works to the community?

- How do you measure success for your chapter?

Please include your discussion in your minutes.

***DELEGATES ARE ASKED TO EACH SUBMIT A COMPLETED COPY OF THE BEST PRACTICES FOR APWA CHAPTER CAPACITY BUILDING TO KAYE SULLIVAN NO LATER THAN JULY 2ND.***

This information will be used to help structure discussion at the annual meeting of the House in September.
Best Practices for APWA Chapter Capacity Building

The following best practices are designed for APWA chapters. They have been distilled from actual practices from growing and successful chapters, input from the nine regional directors, and information gleaned from APWA award recipients.

Best practices are just that, the best examples of initiatives and activities of many APWA’s best chapters. These practices are designed to be a “stretch” for some chapters and the norm for others. Rarely would a chapter meet or exceed all best practices in any given year.

These practices are designed to be a scorecard or an evaluation by the national organization. They are intended solely as benchmarks for your chapter leadership. Best practices are not intended to be static in nature with no changes or adjustments. If your chapter would like to submit additional best practices for inclusion on this list please direct them to the Chapter Relations department.

Finally, these best practices can serve as a foundation for the chapter’s strategic planning process. Periodically scanning the chapter’s practices compared to those that are considered “best” can be of value to the long term health and viability of APWA chapters.
## Membership Development

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<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
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<tbody>
<tr>
<td>1.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter maintains a continuously active membership growth committee.</td>
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<tr>
<td>2.</td>
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<td></td>
<td></td>
<td>Net membership is growing at or above the national goal each year (currently 2% for FY 2007).</td>
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<tr>
<td>3.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter has an active membership development plan of action.</td>
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<tr>
<td>4.</td>
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<td>The chapter maintains a collegiate student outreach/mentoring program.</td>
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<td>5.</td>
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<td>Private sector membership in the chapter is balanced with that of the public sector.</td>
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<td>6.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter conducts regular new member orientations.</td>
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<td>7.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter seeks diverse members and exhibits an inclusive attitude in its meetings and communication materials.</td>
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<td>8.</td>
<td>√</td>
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<td>Membership retention is specifically assigned to an officer, committee or chapter administrator.</td>
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<td>9.</td>
<td>√</td>
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<td></td>
<td>Membership retention is equal to the overall national retention rate (Currently 88%).</td>
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<tr>
<td>10.</td>
<td>√</td>
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<td></td>
<td>Chapter offers programs targeted to young professionals and/or those new to public works field.</td>
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## Leadership Development

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<th>Yes</th>
<th>No</th>
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<tr>
<td>11.</td>
<td>√</td>
<td></td>
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<td>At least two chapter officers attended the most recent (biennial) Chapter Leader Training.</td>
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<td>12.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter delegate has a three year term of office.</td>
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<td>13.</td>
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<td></td>
<td>The chapter delegate or alternate attends all HOD meetings and conference calls and regularly reports HOD deliberations to the chapter.</td>
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<td>14.</td>
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<td></td>
<td>The chapter treasurer serves a minimum of two years and has a transition plan for a successor.</td>
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<td>15.</td>
<td>√</td>
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<td></td>
<td>A leadership succession plan is maintained.</td>
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<td>16.</td>
<td>√</td>
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<td>An active &quot;past presidents&quot; advisory committee is in place.</td>
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<td>17.</td>
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<td>The chapter seeks ways to utilize retired members, such as recruiting new volunteer leaders.</td>
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<td>18.</td>
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<td></td>
<td>The chapter appoints a chapter diversity liaison and a chapter education liaison to work with the national level on inclusiveness and educational programs for the chapter.</td>
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<tr>
<td>19.</td>
<td>√</td>
<td></td>
<td></td>
<td>The chapter conducts an annual orientation session for new board of director members.</td>
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<tr>
<td>20.</td>
<td>√</td>
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<td>Annually, a transition meeting with the outgoing and incoming board of directors takes place.</td>
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## Committees and Taskforce Development

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<th>Yes</th>
<th>No</th>
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<th>Comments</th>
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<tr>
<td>21.</td>
<td>√</td>
<td></td>
<td></td>
<td>All primary committees delineated in the chapter’s bylaws are chaired or staffed.</td>
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## Education and Special Events

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<td>22.</td>
<td>√</td>
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<td>The chapter conducts at least six continuing education and/or other education programming annually to advance the Public Works field.</td>
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<td>23.</td>
<td>√</td>
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<td></td>
<td>The chapter hosts local annual “Snow Roadeo” or other equipment event.</td>
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<td>24.</td>
<td>√</td>
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<td>The chapter hosts two or more special events for members that are of a networking or fundraising value.</td>
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<tr>
<td>25.</td>
<td>√</td>
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<td></td>
<td>The chapter demonstrates creativity and innovation in programs and educational events.</td>
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<tr>
<td>26.</td>
<td>√</td>
<td></td>
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<td>Annually, the chapter presents an education program on the Technical Committees - with emphasis on one of the areas.</td>
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<td>Yes</td>
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<td>N/A</td>
<td>Comments</td>
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**Finance Management**

27. The chapter has an annual operating budget submitted to APWA national by December 15.

28. All check disbursements over $5,000 require two signatures.

29. Hard copy monthly or quarterly financial statements are provided at all executive committee meetings.

30. The chapter has established a policy to maintain an unrestricted and undesignated liquid reserve between 10%, but no more than 35% of its annual budget.

31. APWA financial reports are consistently completed and submitted by due dates.

32. The chapter, when budgeting for fundraising events, seeks to insure that the event has a positive cost: benefit ratio.

33. A fundraising development plan exists for chapter special events.

34. The chapter submits information to APWA national to secure insurance coverage for its calendar year events by January 31.

**Outreach**

35. The chapter led or participated in at least two annual community/public service events.

36. Chapter routinely submits press releases to local media regarding chapter programs and outreach.

**Administration**

37. The chapter’s bylaws are reviewed when necessary and amendments submitted to APWA National in a timely manner.

38. The chapter is in contact with APWA National staff when issues or concerns are identified.

39. The chapter periodically (at least biennially) reviews all contractual and financial circumstances surrounding its chapter administrator and/or other remunerated independent contractors. (Where applicable.) Chapter submits copies of contracts to APWA national to be kept on file and has national review all contracts that are $10,000 or greater.

40. The chapter has a written and relevant strategic plan that is no less than 24 months old.

41. Branches (where applicable)
   a. The chapter is in regular communication with its branch leaders.
   b. Sixty-percent of branch leaders attend 35% of chapter meetings.
   c. All branch members are APWA members.
   d. All chapter branches meet performance standards similar to that of chapters.

42. The chapter maintains a robust awards and recognition program for chapter members and regularly nominates members for APWA National awards.

43. The chapter annually convenes a planning retreat to review strategic and operational objectives for the coming year.

44. The chapter’s executive committee (or executive board) meets at least ten times annually.

45. If qualified, the chapter submits application for the PACE Award.

**Marketing and Communication**

46. The chapter has a regular periodic newsletter.

47. The chapter has rebranded all written and graphic materials and seeks a contemporary brand personality on its publications.
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<th>No.</th>
<th>Description</th>
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<tr>
<td>48.</td>
<td>The chapter has a Website and is regularly maintained and updated with relevant, timely content.</td>
</tr>
<tr>
<td>49.</td>
<td>The chapter actively participates in governmental affairs and has an advocacy task force or contact person.</td>
</tr>
<tr>
<td>50.</td>
<td>The chapter annually secures a resolution from the Governor in support of NPWW and carries out related functions of NPWW.</td>
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<td>51.</td>
<td>The chapter annually identifies advocacy opportunities and encourages its members to be active.</td>
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<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
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Signature

Chapter
APWA has nine Technical Committees that deal with specific public works areas. APWA has adopted this structure to ensure that the association remains responsive to the needs of its members and the communities they serve.

APWA Technical Committees are the “centers of expertise” for the assigned subject areas, and their primary purpose is to provide direction and oversight to programs, services and products within the technical area of expertise in support of the strategic plan and APWA goals and objectives. Technical Committees are not independent, separate entities with independent budgets. Primary responsibility for government affairs/advocacy rests with the Government Affairs Committee. Technical Committees provide assistance in support of policy issues and help identify emerging technical issues affecting public policy. Technical Committees may also propose new policy statements and revisions to existing policy statements.

Each committee meets twice during the year; at Congress and in the spring. Monthly conference calls are also held. If subcommittees/task forces of Technical Committees are established, members of committees may serve as liaisons to those groups.

Following is a description of each Technical Committee:

**EMERGENCY MANAGEMENT COMMITTEE** (Staff: Teresa Hon; At-Large Director: Diane Linderman)
Its mission is to provide APWA members with resources and a forum for exchanging and developing ideas, knowledge, and technologies for minimizing the impact and consequences of 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 COMMITTEE** (Staff: Carol Estes; At-Large Director: Patty Hilderbrand)
Its mission is to identify and develop skills and competencies necessary for effective application of engineering practices and principles to public works applications; to provide APWA members with a forum to exchange and develop ideas, information, skills, knowledge, and technologies necessary to provide engineering support for public works; to assist public works agencies better prepare for fulfilling their missions; and to influence public policies that will strengthen the application of engineering principles in management of public works. The committee also strives to develop an environment
conducive to fostering ethical behavior in the application of engineering and technology based solutions in the field of public works.

**FACILITIES & GROUNDS COMMITTEE** (Staff: Colene Carter; At-Large Director: Ken Nerland)
Its mission is to 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 urban forestry.

**FLEET SERVICES COMMITTEE** (Staff: Teresa Hon; At-Large Director: Ken Nerland)
Its mission is to provide APWA members with the resources for exchanging and developing ideas, information, skills, knowledge, and technologies for the operation, management, and maintenance of public sector fleet assets. The committee also recommends and advances APWA policies and positions concerning fleet operations.

**LEADERSHIP & MANAGEMENT COMMITTEE** (Staff: Ann Daniels; At-Large Director: Diane Linderman)
Its mission is to be the recognized leader in public works through creative development, promotion and recognition of leadership and management excellence; to develop effective leaders by identifying skills needed to meet the demands of a constantly challenging environment; develop effective managers by identifying and promoting core competencies for effective management of public works organizations; actively promote integration of all aspects of leadership and management principles through the profession; and to influence public policies that strengthen the role of leadership and management of public works.

**SOLID WASTE MANAGEMENT COMMITTEE** (Staff: Colene Carter; At-Large Director: George Crombie)
Its mission is to develop and promote 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 COMMITTEE** (Staff: Carol Estes; At-Large Director: John Okamoto)
Its mission is to 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.

**WATER RESOURCES MANAGEMENT COMMITTEE**  (Staff: Colene Carter; At-Large Director: George Crombie)

Its mission is to recommend and advance APWA policies and positions regarding legislation and regulations that affect public works practices in the disciplines of water resources management; provide forums for APWA members to exchange ideas, technologies, and information on public works practices; address water resources issues including laws, regulations, and services to the public; identify and promote research needed to advance public works practices in the area of water resources management; and enhance service to APWA members by providing educational opportunities, information exchange, and representation.

**UTILITIES AND PUBLIC RIGHT OF WAY COMMITTEE**  (Staff: Carol Estes; At-Large Director: Patty Hilderbrand)

This committee has identified 30 issues in three major categories that will be addressed through formation of sub-committees; planning and coordination; construction practices, and right-of-way management.

National wants to provide as much information as possible on the work of the Technical Committees to our chapters and members. The following information is currently provided:

- Quarterly report of Technical Committees’ activities is provided electronically to the Board and delegates.
- Each committee has a business plan for the year posted on the APWA website.
- Each committee has monthly meeting summaries posted on the APWA website.
- Each committee has a PowerPoint presentation posted on the APWA website that can be used by the chapters.
- Each committee provides links to APWA regulatory, advocacy, and guidance position statements that concern that particular committee’s area of expertise.
- Each committee provides links to APWA Reporter articles that pertain to the committee’s area of expertise.
- Each committee provides a link to the APWA Resource Center where numerous articles and other URLs are provided.
- Each committee has a roster of committee members’ contact information on the APWA website.
- Some committees provide members with ways to participate in the committee’s activities.
The Technical Committees are interested in learning how they can provide more information to the chapters and members and are looking for your input.

*Please record the discussion in your minutes.*
10. Discussion of 2007 Annual Meeting of the House of Delegates

The House of Delegates will meet in San Antonio at Congress on Saturday, September 8, 2007. Most of the time in that meeting will be devoted to discussion of the “think tank” issues identified under Agenda #8. We will hold the regular regional meetings and the House of Delegates Executive Committee is considering holding roundtable sessions, but the topics for the roundtables will be the “think tank” issues. There are certain perfunctory tasks that must occur during the meeting, such as the roll call, the election of the 2nd vice chair, and discussion and resolution of the House Mission and Goals.

The Executive Committee is interested, however, in hearing from the delegates if there are any topics that really need to be addressed by all delegates at the 2007 Annual Meeting of the House of Delegates.

a) Agenda Items That Must Be Addressed at the Meeting of the House in September

Please include these items in your minutes.

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Each region may have agenda items distinct to their own region that need discussion at the September regional meeting.

b) Agenda Items for the Region VI Meeting in September

Please identify agenda items you would like to see addressed in the Region VI Meeting in September and include these items in your minutes.

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Agenda Items for the Region VII Meeting in September

Please identify agenda items you would like to see addressed in the Region VII Meeting in September and include these items in your minutes.

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11. Review of APWA Student Membership Pilot Programs

The “Students Today - Leaders Tomorrow” pilot is being implemented by the following nine Chapters, one from each region:

- New England – Region I
- New York Metro – Region II
- Tennessee – Region III
- Florida – Region IV
- Ontario – Region V
- Minnesota – Region VI
- Arizona – Region VII
- Southern California – Region VIII
- Washington – Region IX

These Chapters are in the process of developing local student/collegiate membership programs. The group of Chapters meet periodically by conference call to share innovations and best practices in the recruitment of students in colleges, universities and post-secondary training institutions.

This pilot program is periodically reviewed by the National Membership Committee. Information is also provided to all Chapter leaders through infoNOW and Bridges.

The Chapter within your region that is participating in the pilot program may wish to provide information on the work of their Chapter. Other chapters (not in the pilot program) within your region may have programs they would like to discuss.

*Please record the pertinent points of discussion in your minutes.*
12. Other Business

Region VI and VII Agenda Items:

a.

b.

c.