



Leadership Group Meeting

AGENDA

June 8, 2010

Minneapolis, MN

8:30 AM Welcome & Agenda review (Michael -- 15 Minutes)

The Chair, Michael Mucha, called the meeting to order and welcomed everyone to the meeting. Center Leadership Group members in attendance were: Kelly Mattingly, Mary Anderson, Mary Pat Baldauf, Vicki Musgrove, Carl Quiram, Keith Reester and Howard LaFever. Board members in attendance were Diane Linderman, At Large Director for Leadership and Management, and Sue Hann, At Large Director for Transportation. APWA Director of Professional Development Mabel Tinjaca was also present. Two guests, Ron Rossmiller, Stormwater Consultant from Everson, Washington, and Debbie Hale, Executive Director Transportation Agency for Monterey County and Chair, Sustainability Subcommittee to the Transportation Technical Committee, were also present.

8:45 AM Updates (Julia -- 15 minutes)

1. Conference & House of Delegates Spring Meeting Presentations

Leadership Group members provided presentations on the Center's activities and the Framework for Sustainable Communities at each of the spring House of Delegates meetings. Over all feedback from these presentations was minimal but most felt the Center was headed in the right direction and they were looking for help in embracing the concepts of sustainability. Region VII must still be scheduled by conference call. Brian Van Norman and I are working on finding a date that works for all of the delegates.

Leadership Group members have also given similar presentations at several Chapter conferences:

Chicago Metro Chapter Conference

Colorado Chapter Conference

Florida Chapter Conference

Northeastern Georgia Chapter Conference

MD/VA/DC Chapter Conference

Washington Chapter Conference

One Leadership Group member is slated to give a presentation on the Center and its activities at the Colorado Municipal League Annual conference. Michael Mucha submitted a proposal for consideration by ICMA for its annual conference in October 2010 and is waiting to see if he was selected as a presenter. The Center also submitted a proposal to ICELI for its upcoming meeting in September 2010.

2. Click, Listen & Learn June 3, 2010

Chair Michael Mucha provided an overview of the APWA Center for Sustainability, including its mission and values, and defined what sustainability in public works management means. Participants learned about the new tool, the APWA Center for Sustainability Framework for Vibrant & Healthy Communities, the Center Leadership created to assist public works professionals in taking an integrated, whole systems approach to public works management. Gwen Hallsmith revealed a new approach to city planning that builds on the assets of a community as a starting point for cities to develop healthy social, governance, economic, and environmental systems.

The Center Leadership Group also proposed 4 topics for CLL for the next fiscal year.

3. Sustainability in Public Works Conference

June 8-10, 2010 Minneapolis, MN. Registration had to be cut off at 125 people because of room limitations. The exhibit space sold out. Press Kit is completed and is live on conference website.

4. Media/ Outreach

We have gotten some good press coverage on the Center for Sustainability and the Sustainability in Public Works Conference as a result of a press release that went out March 16, 2010. The press release was picked up by:

- Publicworks.com Newsletter
- Water Online
- Waste & Recycling News
- Think Concrete Blog
- Geosynthetica.net

5. Partnership with NARC on DOT Livability Grant Proposal

APWA has joined with the National Association of Regional Councils (NARC), ICMA, NLC and NACo in submitting a proposal for funding from the Federal Highway Administration (FHWA) on a grant entitled: "Developing the Capacity of Local and Regional Stakeholders to Create, Integrate and Implement Federal Livability Goals." If the proposal is selected by FHWA, NARC, APWA and the other partner organizations will develop an analytical framework and guidebook for local governments to use in the creation of regional transportation plans that incorporate the objectives of the federal Interagency Partnership for Sustainable Communities. The proposal envisions creating a set of tools and techniques that localities can use to inform their planning processes. The proposal will assist stakeholders with an understanding and the ability to overcome impediments to creating comprehensive livability plans and develop mechanisms that are locally feasible and consistent with federal and state requirements.

6. Central PA Sustainability Workshop

APWA is working with The South Central Assembly (SCA) and ICELI—Local Governments for Sustainability on a regional sustainability workshop. This workshop will use both the APWA Framework for Sustainable Communities and the STAR Community Index to help identify and guide the region toward sustainability goals.

7. APWA/ASCE/ACEC Sustainable Infrastructure Project Rating System Project

See Board Report

8. Framework for Sustainable Communities Case Studies

Still awaiting feedback from ICMA. We have only received two case studies on the Framework and are still synthesizing the comments to determine how the Framework should be revised or changed.

9. Education Committee

Center Leadership Group member Vicki Musgrove is the Center appointee to the Education Committee.

10. Advocacy

The Center for Sustainability submitted comments on the Department of Housing and Urban Development Sustainable Communities Planning Grant Program Advanced Notice & Request for Comments.

Overview of Education/Certification Task Force Report to the Board of Directors (Sue Hann)

Sue Hann provided an overview of the recommendations that came out of the Education/Certification Task Force:

- Prepare and periodically update an APWA education and certification program strategic plan.
 - Balance “bottom up” with “top down” guidance and direction
 - An outgrowth of APWA’s Strategic Plan
 - “Drill down” and establish connections across overarching priorities
 - Draw on “State of the Profession” review and Body of Knowledge research
 - Assess members’ needs
 - Evaluate the state of educational approaches and trends at universities and colleges
- Adopt the following organizational model in support of a more strategic, better aligned, and more integrated education and certification program development and delivery:
 - Reconstitute the Education Committee and add Certification and Accreditation
 - Establish an APWA staff function to promote APWA educational directions
 - Engage the Certification Commission in understanding education and certification while fully maintaining the testing firewall
 - APWA’s Board of Directors is responsible for approving the Strategic Plan, the annual work plan and the budgets and will adopt an accountability system
- The Public Works Leader (PWL), representing the executive level of public works management such as public works directors and those aspiring to this level, should be supported by focused APWA development efforts:
 - Adopt PWL objectives
 - Undertake work in PWL work areas
 - Further explore and flesh out the strengths and weaknesses of the possible approaches to PWL education and training
- Define and further refine the APWA Public Works Career Path

- Clearly articulate so a more strategic and integrated approach to education can be developed
- Complete the current Body of Knowledge work and make an on-going investment to keep the information up to date
 - This is a critical APWA educational resource
 - This resource has at least three critical uses
 - Informing the development and periodic updates of the education strategic plan
 - Informing the development and updates of the APWA career path
 - Informing individual APWA members of education and training activities
- Maintain support for the CPWO concept, but pause activity while the APWA career path is defined and more clarity is brought to the PWL level of the path
 - Task Force supports CPWO, but further development is premature at this time
 - Content may not be correct in light of emerging PWL thinking
 - CPWO branding may not fit well with the concept of PWL
- Better align and integrate existing and all future APWA education, certification, and curriculum accreditation offerings by APWA for the public works career path, while understanding there is a role for both technical and managerial offerings
 - Better alignment and integration of education offerings is critical to ensure synergies are exploited and opportunities are not missed
 - Career path is the anchor point for the offerings
- Renew efforts to reconnect APWA to scholarly, technical, and applied research efforts
 - Renewed interest in connecting APWA to research on public works and its publication
 - Task Force members believe such efforts will help to maintain APWA as highly relevant to the professional
 - And, will support moving the public works profession forward over time

Overview of APWA/ASCE/ACEC Joint Sustainable Infrastructure Project Rating System (Julia)

Julia provided an overview of the APWA/ASCE/ACEC joint Sustainable Infrastructure Project Rating System effort. See Board Report for details. Two representatives from the Board appointed subcommittee advising the Board of Directors on APWA's participation in this project were in attendance at the meeting and each offered their opinion on the project: Sue Hann shared her concerns regarding the development of the project and rating system with the group. Her concerns revolve around our partners' management of the project, concerns over the selected consultants and over the usefulness of the final product to APWA members.

Howard LaFever offered his opinion that he agreed with the approach taken by the subcommittee to continue our participation in the discussions in a potential partnership and in the rating system development until we can get a better understanding of the project and its usefulness to our members before making a final decision. See Board Report for additional details.

9:00 AM Review Center Strategic Plan (Michael/ Julia-- 15 minutes)

Michael reviewed the mission, vision and values established by the Center Leadership Group earlier in the year and reviewed the Center's strategic plan. Overall, APWA members are responding positively to the Center's work and message on systems thinking and partnership building. Feedback on the Framework for Sustainable Communities is slowly coming in and we are learning that the tool is not necessarily a communication vehicle but rather is turning out to be a very helpful analytical planning tool. The Center Leadership Group will continue to solicit casestudies and feedback on the Framework and refine the document as necessary. Michael Mucha also described a modification that can be made to the form for those individuals who would prefer a numerical rating system. For example, if you identify strength it is given a plus 1. If it is a strong strength, then give it a plus 2. If it is a weakness, give it a minus 1 and if it is a strong weakness, give it a minus 2. The Leadership Group also discussed some barriers to using the form: (1) members do not understand what it is and how it can be used; (2) typical time crunch and Framework is a planning too; and (3) instructions are too long. Leadership Group members also discussed ways to continue to market the Framework so that more APWA members are using it: (1) continue to participate in Chapter conferences, Delegates meetings, etc to get the word out and to train on the Framework; (2) create a YouTube video explaining how to use the Framework; and (3) design a train the trainer program; and (4) design a mentoring program. Refinement of the Framework will be assigned to one of the working groups created during this meeting.

9:15 AM Committee Member Roles and Responsibilities (Julia -- 30 minutes)

Julia reviewed the roles, responsibilities and expectations document that outlines the roles and expectations of Center Leadership Group members. No discussion from Leadership Group members ensued from the overview. Diane Linderman suggested that we add one more expectation that Leadership Group members are expected to get the message about the Center and its work out to Chapters, and other APWA colleagues. Julia also reviewed the new Center Leadership Group appointments made by Incoming President Crombie. APWA members Jennifer Adams, Carlton Dufrechou, Shelley Read and Kristel Riddervold were appointed to replace Adjo Amekudzi, Kelly Mattingly, Karen Haley and Sue Siopis.

9:45 AM Establish Subcommittees, Identify and Prioritize Projects, make assignments (Group -- 90 minutes)
SEE NOTES BELOW

11:00 AM Capacity Building Discussion (Group -- 60 minutes)
(Intended to help inform work of Education and Leadership and Management committees) POSTPONED due to results of Task Force Report

12:00 PM *Lunch (provided)*

1:00 PM Break out into subcommittees to work on highest priority projects. (Group -- 120 minutes)

APWA Center for Sustainability Business Plan (July 2010 to July 2011)

*Business Plan is organized around APWA Strategic Plan and Goal Action Teams (or working groups) were created for each task. The objective is to have each GAT report out on their progress to the larger Center Leadership Group on monthly conference calls. GATs will be formed by representatives from the Center Leadership Group and volunteers solicited from the Resource Group and through the Sustainability in Public Works Conference.

1. Grow & Strengthen the Membership
 - a. Integrate information on Center for Sustainability and Framework for Sustainable Communities into APWA membership efforts. Include information in APWA Advantage Newsletter (COMPLETED) and seek representation of Center Leadership Group on APWA membership committee. **LEAD:**
2. Utilize Technology To Better Engage And Serve Members Where They Live And Work
 - a. Develop mentoring program – two options (1) follow format of Leadership & Management Committee mentoring calls; (2) pair Center Leaders with APWA members looking for a mentor as they try to implement sustainability initiatives in their communities. **LEAD: GAT:**
 - ~~b. Assign Center Leadership Group representative to be responsible for tweeting, Facebook, We are Public Works postings. LEAD: Mary Pat Baldauf. GAT:~~
 - ~~c.~~ Develop and post YouTube video explaining how to use the Framework for Sustainable Communities **LEAD: GAT**

d.c. Identify and develop content for Knowledge Center. LEAD: Keith. GAT: Keith Reester, Colin Doyle

3. Offer An Integrated And Comprehensive Approach To Professional Development And Education
 - a. Infuse Sustainability into Current APWA Programs – work with APWA staff and relevant committees to ensure sustainability concepts are included in APWA Institutes and Accreditation program. LEAD: Carl Quiram. GATS: Carl Quiram, Mary Anderson
 - b. Coordinate with select technical committees (assign one LG member to participate in monthly calls) such as Engineering & Technology; Transportation, Water Resources Solid Waste and Leadership & Management, and participate in conference calls, suggest Reporter topics, Congress and CLL sessions and help to facilitate cross committee programs. LEAD: Michael Mucha. GAT: Michael Mucha and Vicki Musgrove.
 - c. Promote Framework for Sustainable Communities and get it out to Chapters, Technical Committees, partner organizations, etc. Consider using social media sites. LEAD: ~~Michael Mucha.~~ Mary Pat Baldauf GAT: Michael Mucha and Mary Pat Baldauf.
4. Support & Strengthen Chapters
 - a. Continue to participate in Chapter functions (conferences, House of Delegates meetings, etc.) to get the word out LEAD: Center Leadership Group
 - b. Develop model for creating sustainability committees at the Chapter level and communication this with Chapters. LEAD: Howard LaFever. GAT: Howard LaFever, Mary Anderson and Mary Pat Baldauf.
 - c. Review PACE awards to ensure sustainability concepts are included in award criteria. LEAD: GAT:
 - d. Prepare and deliver presentation at Chapter leadership training. LEAD: GAT:
5. Expand And Strengthen APWA's International Role
 - a. Compile best practices, case studies and resources for Knowledge Center from International partners. LEAD: GAT:
 - b. Coordinate with International Affairs Committee. LEAD: GAT:
6. Formalize Partnership with ICMA. LEAD: Mary Anderson. GAT: Mary Anderson, Carl Quiram, Michael Mucha, and Sue Hann.

Reconvene/ Report out and wrap up (Group -- 60 minutes)

3:30 PM

Next Steps

- Draft Business Plan
- Formalize Goal Action Teams (GAT) and Schedule First Conference calls

- Schedule monthly conference call of Center Leadership Group – 3rd Monday of each month at 3:00 PM ET
- Prepare update for the Board of Directors
- GATS will develop individual action plans or business plans and report on these plans at the meeting August 12th in Boston.

Review of Accomplishments

- Developed Framework for Sustainable Communities
- Organized Center Leadership Group
- Defined Sustainability in Public Works
- Reporter articles
- June 2010 CLL; identifying speakers for August 2010 CLL
- Outreach through Chapter conferences, media, presentations at House of Delegates meetings, presentations with partner organizations.
- Established informal working relationship with ICELI – Local Governments for Sustainability. For example: participation in ICELI Climate Change webinar and participation with ICELI on a joint workshop with Central PA Chapter of APWA.
- Submission of several proposals to make presentations at partner conferences, specifically ICELI and ICMA.
- Designed session at 2010 Congress in Boston

The Leadership group also identified some barriers or obstacles to the Center’s ability to make progress:

- Resistance, real or perceived, from the Board and/or staff to change.
- Board and/or staff is too slow to embrace change.
- Financial barriers – specifically limit of two face to face meetings a year is not enough; one only staffer to handle everything
- Impatience of Center Leadership Group members

4:30 PM

Adjourn