

**NOTES from the
APWA Center for Sustainability Leadership Group Meeting
Kansas City, MO
February 5-6, 2010**

Meeting Purpose:

The purpose of the meeting is to further refine the definition of sustainability in public works and to identify tangible actions for moving the Center's Action Plan forward over the next 18 months.

Meeting Outcomes:

1. Clearly define what sustainability in public works means.
 2. Identify initiatives or projects that the APWA Education Committee can assist the Center with.
 3. Further refine the Center of Knowledge website concept.
 4. Discuss and begin developing an education/certification framework.
 5. Review and refine the Center for Sustainability Action Plan.
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AGENDA

Friday, February 5, 2010

8:30 Welcome & Agenda Review Michael Mucha/ Larry Koehle

Members in attendance: Michael Mucha, Kelly Mattingly, Mary Anderson, Mary Pat Baldauf, Karen Haley, Howard LaFever, Vicki Musgrove, Carl Quiram, and Keith Reester. At Large Directors in attendance: Patty Hildebrand, Ken Nerland, Diane Linderman, and Sue Hann. President Larry Koehle and In Coming President George Crombie were also present. Absent members included: Adjo Amekudzi, Sue Siopis, Colin Doyle and At Large Director Daryl Grigsby.

The Chair called the meeting to order and reviewed the agenda for the meeting. President Koehle welcomed the group and thanked them for their service. President Koehle also asked the Leadership Group to name a representative to the Education Committee and for two volunteers to participate in a small task force, comprised of two Center for Sustainability representatives and two representatives from the Board of Directors, to assist in evaluating the APWA/ACEC/ASCE Sustainable Infrastructure Rating System Partnership. Leadership Group member Vicki Musgrove volunteered to represent the Center on the APWA Education Committee and Howard LaFever and Colin Doyle volunteered to participate on the Sustainable Infrastructure Rating System task force.

9:00 **Updates** **Julia Anastasio**

- **Outreach conference calls** to Regional Directors/ House of Delegates and Technical Committees completed December 2009.

- **Boston Congress**
 - Leadership & Management/ Sustainability Certificate Program
 - Planning underway.
 - Michael Mucha/Mabel Tinjaca.
 - Guaranteed Session
 - Speakers identified; Gwen Hallsmith, The Key to Sustainable Cities, will present.
 - Priority = Professional Development.
- **Click, Listen & Learn**
 - June 3, 2010.
 - Speakers, moderator identified.
 - Priority= Professional Development.
- **APWA/ICLEI Central PA Sustainability Workshop**
 - Planning underway – day long works shop on APWA Framework and ICELI STAR Tool.
 - Target dates May 14/19 2010.
 - Priority = Professional Development & Partnerships.
- **Reporter Articles**
 - March 15, 2010 deadline for articles.
 - Authors identified.
 - Center for Sustainability will have a quarterly column in Reporter going forward.
- **Temporary Website**
 - www.apwa.net/centerforsustaiability
 - Live 2/8/2010
- **Partnerships**
 - Submitted formal request to ICMA Committee on Sustainability for endorsement of Framework for Sustainable Communities.
 - Discussions continuing on potential partnership with ACEC/ASCE on Sustainable Infrastructure Rating System.
- **Framework for Sustainable Communities design work completed.**
 - Request for case studies out to Resource Group
 - 5 volunteers identified
 - Priority = Develop Framework

Advocacy

- **HR 2222 Green Communities Act** (Schwartz)

This initiative will encourage public-private partnership by contracting with five nationally recognized non-profit organizations that will provide technical assistance to 80 municipalities across the United States. After the communities have completed the technical assistance portion, they will be eligible for additional grant funding to help implement their green planning. The bill authorizes \$120 million in funding for community-based greening in cities. Introduced in House May 2009
Working with SUFC, Green Communities Coalition, PA Horticultural Society
- **Measures Subgroup**
 - Looking for 2-3 volunteers to work with me to begin thinking about how we will measure success.
 - Keith Reester and Mary Anderson volunteered to participate in a small work group to consider how the Center will measure its success.
- **House of Delegates Spring Meetings**
 - Looking for volunteers to attend meetings and give presentation on Center.

Region 1 & 2	May 1	Boston	Carl Quiram
Region 3 & 4	May 1 or 2	Orlando	Sue Hann

Region 5	May 13	Chicago	Mary Anderson
Region 6	April 16 or 17	Omaha	
Region 7	TBD	TBD	
Region 8	April 24	San Francisco	Vicki Musgrove
Region 9	TBD	TBD	Michael Mucha

- **Next Meetings?**

- Sustainability in Public Works Conference, June 2010, Minneapolis
 - Yes, we want to meet in Minneapolis. Looking to schedule the Leadership Group meeting the day before the conference.
- Boston 2010 Congress
 - Not many members of the Leadership Group will be at Congress in Boston but the Leadership Group is still considering meeting in Boston.

9:30

Overview of Certification Process

Becky Stein

Becky Stein joined the Leadership Group and provided an overview of the APWA Certification Process to assist the Leadership Group discussion. The creation of a new APWA Certification Program takes approximately two years and \$200000 to develop. The association anticipates recouping its costs after approximately 10 years. Currently, APWA has certification programs for fleet managers, stormwater managers and construction inspection.

Discuss and begin development of a Certification/ Education framework

Michael Mucha/George Crombie & Group

Identification of Priorities for Education Committee

Michael Mucha/ Julia Anastasio

In-coming President Crombie lead the Leadership Group in a discussion of developing a professional development/ education framework that is integrated with the efforts of the Center for Sustainability. For In-coming President Crombie APWA's leadership and management activities should include a strong link to sustainability principles and move in lock step with the creation of new certification programs. In Coming President Crombie recommended to the Leadership Group that it consider developing an executive management level certification program that includes elements of sustainability and public administration type elements (communication, financial, etc). In Coming President Crombie also suggested one way to accomplish this is for APWA to partner with colleges and universities to do the training for this executive level certification and APWA would operate the certification testing and coordinating of credentials. In Coming President Crombie also outlined his vision for restructuring the organizational structure of APWA technical committees by elevating the Leadership & Management Committee along with the Center for Sustainability to a more prominent role as compared to the other APWA technical committees. This would begin to break down the silo structure of APWA. In Coming President Crombie also suggested that the Center should consider making recommendations regarding sustainability to the PACE Awards.

The Leadership Group discussed various ways to ensure that the principles of sustainability are incorporated into the professional development activities of APWA. The Leadership Group began by considering three options: (1) the creation of a Certified Sustainability Manager program; (2) incorporation of sustainability principles into all existing certification programs and all new certification programs going forward; and (3) some combination of options (1) and (2). The Group also analyzed 3 potential delivery systems for sustainability training: (1) credentialing; (2) national training programs; (3) grassroots training programs (Chapters and House of Delegates) and identified 4 customer groups that we need to focus on: (1) executive level –public works director; (2) developmental level – superintendents, mid-managers and future public works directors; (3) technical level – consultants and first line operators; and (4) professional level – city managers, mayors, etc.

The Leadership Group broke out into 3 work groups to analyze one of the three potential delivery systems identified. Each group was asked to identify the target audience, evaluate how to reach this member and evaluate how the proposal fits within the mission and vision of the Center for Sustainability. Each group performed a S.W.O.T analysis as they worked on the issue assigned to them.

Group 1: Credentialing. (George, Carl, Kelly, Mary, Karen & Patty). The group recommends two programs that they feel fit exactly into the mission and vision statements of the Center for Sustainability:

- A. Certification in Sustainability – this would be geared towards the private sector design community and could eventually be required in design specifications.
- B. Certification as a Public Works Manager – this would be aimed executive level PW managers or those who strive to reach the executive level.

Strengths: moves PW back to a leadership position; makes our professionals uniquely expert; sustainability becomes the cornerstone of the PW industry; and flexible.

Weaknesses: cost; lack of current structure; time.

Opportunities: sustainability becomes the cornerstone of the PW industry; strengthens PW position in policy making; partnering opportunities with strange bedfellows (i.e. environmental groups, etc.); lack of current structure, we must act now.

Threats: cost, budget, other organizations such as APA, ASEC, etc.

Group 2: National Training. (Mabel, Vicki, Diane and Keith). The group recommends developing and education infrastructure that first focuses on basic instruction that addresses the definition of sustainability and that provides training on the Framework for Sustainable Communities. The key is to provide an introduction to the principles of sustainability so that attendees can then progress into additional, higher level training. The Center should also focus on providing mentoring tools and training. Examples of delivery methods include CLL, Congress, Sustainability in Public Works Conference, House of Delegates, Institutes, Chapter presentations, etc. The group also recommends that the Center focus on setting national professional standards for executives and managers to define the 21st Century manager and leaders. To accomplish this second recommendation

we should consider partnering with universities and colleges, international organizations, other associations, EPA, non-profits, UN. The group identified some questions that will need further investigation, including is there a demand for a sustainability training and certification programs offer by APWA, are there other groups offering the same type of training and certification programs, will it be possible to design a program that is affordable for our members, is it possible to partner with others including universities or other associations, and whether we should consider endorsing other groups training/certification programs.

Group 3: Grassroots Programs: (Sue, Ken, Howard, and Mary Pat). The group identified the target member as one who reads the *Reporter*, knows of and uses the website and may be marginally engaged in their Chapter or Branch. In evaluating how to reach this member the group identified the following: infoNOW; wearepublicworks.org; social media – facebook, twitter; web site – practical examples; knowledge center, downloadable resources; *Reporter*; and Resources for Chapter & Branch use (podcasts, speakers, etc.)

Strengths: Broaden constituency, Low cost to both APWA (to develop & distribute) and member (to access and use), Consistent message, Can be implemented quickly (immediately).

Weaknesses: Limited depth, general information, Not as strong as credentialing, Elementary level, Limited time to present, Possibility exists for inconsistent message with different delivery systems.

Opportunities: Could increase membership through wide exposure; Introduce sustainability to people who might otherwise not engage (“teaser,” non-intimidating way to engage); Introduce sustainability to organizational culture; Share best practices; Adds value to APWA brand; Opportunity to “go viral”; May inspire debate, therefore engagement.

Threats: Competition (“everybody’s doing it”); “Sustainability” becomes a meaningless buzzword; Members may not be interested in or opposed to sustainability

Relationship to Strategic Plan (Mission, Vision, Public Works Skills). This delivery system is consistent with the mission of building skills and knowledge and the vision of leading to vibrant, healthy places. This delivery system also effectively furthers most of the public works skills – specifically – simplify, exploring, knowledge, efficiency. *Note: We really didn’t discuss the institutes, but sustainability should be incorporated into the template.*

12:30

LUNCH (*provided*)

1:30

Overview of Website Design Process
Further refine Center of Knowledge concept

Teri Newhouse
Kelly Mattingly/ Michael
Mucha & Group

Teri Newhouse joined the Leadership Group to provide an overview of the APWA web redesign project. The Leadership Group discussed items that can be included on the site including sustainability plans for cities and towns across the US and Canada, news or hot

topic items, events calendar; grant/funding announcements, Center updates, Framework and associated materials, etc. By March 1, 2010 Leadership Group members are asked to send resources for Center for Knowledge. Examples: sustainability plans, case study profiles, links, education and outreach events; environmentally friendly procurement principles, best practices, etc.

3:00 **Discussion of what does “sustainability in public works” means.** **Michael Mucha/ Group**

TBD **DINNER with APWA Board of Directors** *(Please meet in the Hyatt Lobby)*

Saturday, February 6, 2010

8:30 **Overview of Day 1** **Michael Mucha**
Review & Refine Action Plan **Michael Mucha/ Julia**
Anastasio/ Group

The Leadership Group reviewed the outcomes from the first day and reviewed the Action Plan.

Partnerships Workgroup was asked to prioritize partnerships to pursue and provide comments on the draft partnership agreement.

Measures Workgroup was identified: Keith, Mary, Michael and Julia.

House of Delegates meetings speakers identified.

9:00 **Wrap up Discussion of what “sustainability in public works means”** **Michael Mucha**

During the Center for Sustainability Outreach calls to technical committees, Regional Directors and Chapter Delegates, many participants in the calls ask the Leadership Group to provide a clear definition of what “sustainability in public works means.” The Leadership Group developed the following definition: Sustainability in public works means seeking a balanced approach for a vibrant community today and tomorrow. This is accomplished by the delivery of services and infrastructure in an environmentally and socially responsible way and that ensures the best economic choice in the long term.

12:00 **Lunch** *(provided)*

1:30 **Identified Outcomes from Meeting** **Group**

- Defined Sustainability in Public Works
- Refined Framework for Sustainable Communities
- Identified volunteers for House of Delegates Spring Meetings
- Began discussion of role of the Center for Sustainability can play in APWA education and training activities. Group also began a discussion of how to incorporate sustainability principles into existing certification programs and will continue to

evaluate whether the Leadership Group should pursue an Executive Manager level certification proposal.

3:00

Next Steps

Michael Mucha/ Julia

Anastasio/ Group

- Julia, Michael and Kelly will begin planning the next Leadership Group meeting the day before the Sustainability in Public Works Conference.
- Reminder to nominate yourself by MARCH 1, 2010 if you want to continue participating on the Center for Sustainability Leadership Group.
- Remember Reporter articles are due March 15, 2010.

4:00

ADJOURN