

Presidential Award for Chapter Excellence

2022 Nomination for
Chapter Accomplishments in 2021



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On the cover: 2021 PACE presentation at PWX (from left) Jue Zhao, Dan Boss, Shannon Williams, APWA National President Mary Joyce Ivers, and Tony Roos

Chapter Summary



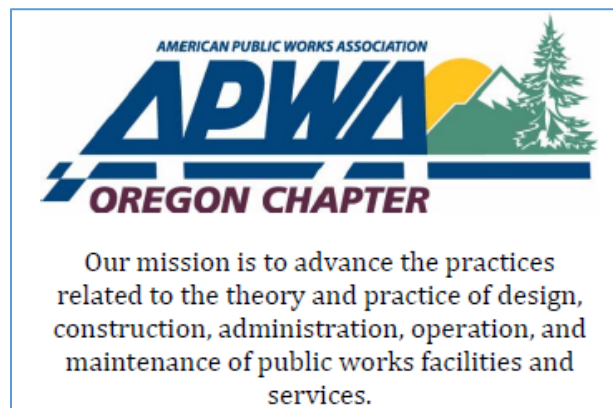
This executive summary discusses the following:

- (1) Innovative programs and efforts that were implemented and resources allocated to support chapter capacity impacting members, potential members, and the community in 2021;
- (2) Areas addressed in the past year to improve chapter capacity and/or addressed to take the chapter to the next level in achieving excellence.

During 2021, the Oregon Chapter maintained its core competencies despite the continuation of the pandemic. Our traditional - and valued - in-person meetings were substituted with record-breaking attendance at monthly virtual luncheons (hosted by various technical committees) and our spring and fall conferences. This was especially challenging for our 2021 fall conference, which we thought was feasible as an in-person conference, only to find less than 45 days prior that the case-counts in southern Oregon (the location of our conference) were the highest in the nation. Our chapter quickly pivoted back to a virtual conference without skipping a beat. Our traditional vendors at both conferences continued to support the chapter through sponsorships, maintaining their connection to the chapter and its members. Our Scholarship Foundation, which depends on conference fund raisers, continued to thrive during the virtual 2021 activities, raising over \$20,000 from our chapter members.

The goal of the chapter board in 2021 was to recover from the losses experienced in 2020 due to the pandemic, be more inclusive of our O&M staff, be flexible in how we provide training, and celebrate public works successes.

- The chapter ended 2021 on a healthy financial footing
- We worked closely with the Street Maintenance and Operations Committee to host their first virtual conferences.
- We held multiple luncheons and both of our major conferences using virtual technology.
- We produced a quarterly newsletter and active social media presence to widely celebrate all things public works.



Despite the challenges thrown at our chapter by the pandemic, our chapter has embraced new technologies and innovative approaches to provide valued programs for its members and public works professionals throughout the state, improve networking opportunities, and foster partnerships that benefit the chapter, its members, and the communities we serve.

The chapter typically prepares for each upcoming year with a retreat of the executive committee. Outgoing, new, and continuing board members reflect on the past year's success, build upon the established board's team cohesiveness, and review and update the chapter's strategic plan for the coming year. The 2021 strategic planning session was held in January 2021. Also in 2021, chapter leadership stayed engaged with National APWA by participating in various informational online meetings.

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The chapter retained its commitment to professional development. Aided in great part by a longstanding relationship with Cameo Management Solutions, the chapter was able to quickly respond to the cancellations of in-person conferences, the chapter’s leadership training courses and O&M “short schools.”

Two successful virtual conferences were held in 2021. The Education and Public Works Luncheon committees, working with Cameo and guided by the board, showed great innovative spirit by embracing video conference technology to produce high-quality “lunch and learn” trainings. In total, these events, plus several virtual technical presentations organized by chapter committees, drew nearly 1,300 registrants over the course of the year. Participants received important technical information and also learned how to use new virtual-learning technologies that will continue to evolve in the future.

One of the Oregon Chapter’s strategic plan goals is to increase outreach, improve connections to and between members and local communities, and strengthen relations with other professional organizations. In 2021, the chapter continued its bond with the Asphalt Pavement Association of Oregon, awarding two joint scholarships totaling \$5,000 with a goal of supporting Oregon students with an interest in transportation infrastructure.

One of the best ways to promote public works is by building relationships based on service and mutual benefit. Two examples include faculty at colleges and universities, who are able to secure student scholarships by working with the Oregon APWA Scholastic Foundation, and HR professionals, who increasingly find the chapter's jobs page a valuable resource.

Committees provide a structure to engage chapter members. While some committees were sidelined by COVID in 2021, the chapter board made sure committees had adequate support and committee chairs had opportunities to engage chapter leadership at monthly board meetings. Several committees thrived in the new, virtual environment: Awards, Chapter Communications, Education/Public Works Luncheon, Transportation, and Scholarship.

The Oregon Chapter and its Specifications Committee continued a long-term partnership with the Oregon Department of Transportation. This partnership not only maintains a standard specification for use by public works agencies across the state, but it also includes training on standards and specifications for local agencies delivering federal aid transportation projects.

Within the chapter, the YP Committee keeps in close contact with the chapter board and is seen as a resource for filling leadership positions to bring greater age diversity to boards and committees, most recently on the scholastic foundation’s board of directors. Our Membership Committee is engaged with the board to track open positions and welcome new members. Both our Transportation Committee and Water Resources Committee are active in providing technical trainings for our conference and monthly luncheons. The Sustainability Committee was re-established and reinvigorated with new committee leadership who are leaning in to serve the chapter. Lastly, our Scholarship Committee continued its work in soliciting scholarship applications and maintaining relationships with the Oregon colleges and universities. In 2021, 18 scholarship recipients were identified by the committee.

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In the broader organization, members of the Oregon Chapter are actively involved in National APWA, including serving on Public Works Projects of the Year Committee, Water Resources Management Committee, Center for Sustainability, Professional Development Committee, FHWA Pavement Preservation Expert Task Force Group, Council of Chapters, and the PWX Program Review Committee.

Advocacy to educate the public about the value of public works' contributions is another chapter strategic goal. The Oregon Chapter's awards program, the president's column in the chapter's quarterly newsletter, and its Scholastic Foundation are a few creative ways the chapter advocates for the importance of public works. Through our relationship with the Governor, we were able to secure a Public Works Week proclamation to Celebrate Public Works. Advocacy at the state level included a chapter letter of opposition to a proposed bill that would have been detrimental to our agencies' ability to best serve our citizens. Lastly, our chapter was relied upon, by news agencies covering the infrastructure bill, to provide background support on why the money was necessary and how it would be utilized to support our communities ([see IJA article in 2021 Q4 chapter newsletter](#))

Telling the public works story is important with internal audiences as well. One communications goal for the chapter is to more widely publicize the winners of the chapter's awards. Information was shared via a special edition section in the winter newsletter that recognized all the individuals and projects that were announced during the fall conference. Special banners for the website and social media were created for each winner. The Communications Committee scheduled social media posts and website front page banner highlights to keep sharing information about the winners. Award posts are scheduled throughout the year.

In 2021, the chapter recognized six projects of the year, and seven Oregon projects were submitted for judging as national projects of the year (two were selected for national honors). The chapter nominated Delora Kerber as a Top 10 Leader, and she was selected for National honors. Additionally, in 2021 the chapter presented a Communication Excellence award and three Everyday Heroes awards.

Community outreach grants funded by the chapter provide opportunities to promote public works through education, community and career support. The chapter distributed \$500 in grants in 2021 to support Lane County's children's books on Public Works.

The chapter has a robust scholarship program. In 2021, the scholarship fund topped \$700,000, in great part because of conference fundraising-related activities such as the "Gizmo" award, which helped raise more than \$20,000 for scholarships through online auctions at the 2021 spring and fall virtual conferences. The scholastic foundation was able to award 18 scholarships totaling \$30,750, including one for veterans, two awarded jointly by Oregon APWA and the Asphalt Pavement Association of Oregon, and seven "tribute" accounts.

Financial stability was a key objective in 2021. As the pandemic continued into 2021, the chapter, like many other chapters and national, pivoted to virtual events:

Chapter Summary



- Mar 17-20, 2021: Street Maintenance & Collection Systems Spring School – Virtual
- Mar 17-20, 2021: The Developing Leader, Sunriver Resort, Bend – Cancelled/Postponed
- April 9-11, 2021: OR Chapter Spring Conference, Virtual
- Aug 29– Sept 1, 2021: PWX – St. Louis, MO
- Oct 5-8: OR Chapter Fall Conference, Virtual
- Oct 14-16, 2021: Street Maintenance & Collection Systems Fall School - Virtual
- Nov 1-4, 2021: Public Works Leadership, Hood River Inn – Cancelled
- Dec 9-12, 2021: Public Works Essentials, Holiday Inn, Wilsonville

The chapter maintains an interest-bearing account for long-term balances, and actively manages the chapter checking account to transfer excess funds to the interest-bearing account. The account balances are managed by the treasurer and reviewed monthly by the entire board. There are policies in place to define appropriate balances in the chapter account used for daily operations, the education account for transactions related to the chapter's training and education program, and the interest-bearing money market account.

With the pivot to virtual, 2021 saw a financial shift into the positive side, beginning to recover from the financial losses our chapter suffered in 2020. As the chapter grows account balances in the future, the board will revisit other investment opportunities and strategies.

The continued success of the Oregon Chapter is because of the enthusiasm, hard work and vision of its chapter leaders both past and present.

More information about the Oregon Chapter, including links to its quarterly newsletter, training schedule and committee and board listings, can be found on the chapter's web site, <http://oregon.apwa.net>.

I. Membership



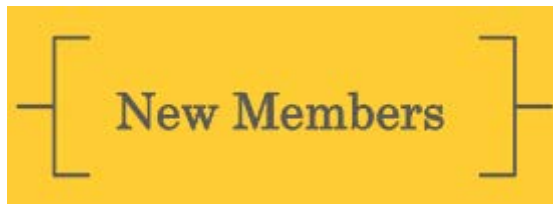
A. Net Membership Gain and Retention

According to our National Delegate’s end-of-year report, Oregon ended the 2021 calendar year with 841 members, which is a loss of nine memberships (1%) from year-end 2020. This includes the second year of the COVID-19 pandemic and strict state containment measures.

The mainstay of the Oregon Chapter’s membership continues to be the public sector, with 71% of its members in the public agency (PA) category, followed by 12% in the individual (IND) category, and 10% in the corporate categories (CH and CP). Rounding out the membership are 39 Life members, 15 students, and 3 retired members.

B. Membership Recruitment and Retention Efforts and Programs

The Oregon Chapter’s membership is diverse, comprising a variety of public agencies, private consultants, contractors and suppliers. Operations managers, plant operators, engineers, technicians, planners, surveyors, administrators and community development managers are just a few of the working titles listed by the chapter’s members. Public agency members come from state, county, city and tribal organizations.



New members are a crucial part of the chapter. Welcome packets are sent to new members. New members are also listed in each issue of the chapter’s quarterly newsletter along with their contact information, and chapter members are encouraged to introduce themselves to new members. New members traditionally have been welcomed at conferences through the First Timer Program. That program remained on hiatus in 2021 due to the lack of in-person chapter activities.

The chapter strives to make the APWA experience affordable to its members. Companies and agencies are encouraged to register as groups to maximize the value of their organization’s APWA membership. No local dues are charged, and every effort is made to keep the costs of conferences and trainings as low as possible. Scholarships and sponsorships are used to offset fees for members and member agencies that otherwise might not be able to participate and gain the full benefits of membership.

The chapter also strongly encourages committee activities and offers formal and informal training opportunities and open board meetings to inspire members to become involved. A conscious effort is made to spread these engagement activities throughout the state. Even though membership is concentrated in western Oregon, which mimics Oregon’s overall population density, trainings and conferences often are held in central and eastern Oregon and along the Oregon coast. The pandemic-related shift to virtual meetings and trainings has actually helped members from smaller communities and areas of the state that have limited resources to travel to larger, urban areas.

I. Membership



The Oregon Chapter uses a variety of information tools to encourage active participation. The chapter’s website home page prominently displays upcoming events, the chapter’s newsletters include a calendar of scheduled trainings, and members are updated about chapter activities via email throughout the year. The chapter and its contracted administrative service, Cameo Management Solutions, broadly market educational programs, public works “lunch and learn” sessions, conferences, scholarships and sponsorships. To ensure that members have a fulfilling experience, they are encouraged to join one of the chapter’s many committees.

The chapter has an active membership committee that has numerous responsibilities, such as tracking chapter membership, working to retain and increase membership and providing membership information to prospective members. The membership committee also focuses on ensuring that all agency and corporate membership positions are filled.

C. Provide Evidence of Innovative Membership Development and Retention Efforts Regardless of Whether Net Growth Has Occurred

During 2021, the chapter membership committee and board members continued its annual practice of reviewing group membership vacancies, delinquent members, and membership recruitment. Typically, one or more board members will reach out to the group contact to encourage the filling of vacancies, with an emphasis on the benefits of membership, including educational opportunities, advancement of skills, and improvement of professional performance. Corporate representatives are contacted concerning retention and development of new members, highlighting visibility, marketing, and networking opportunities that membership can provide.



Engaging and retaining retired APWA members is an important focus of membership retention. Life membership is a high-value benefit for older members; currently the Oregon Chapter has 39 members who have achieved Life membership. Stories about Life members are featured in chapter newsletters. Retirees are also offered discount conference rates to enable their ongoing participation in the chapter, and their knowledge and skills are incorporated in all aspects of chapter activities, from technical committees to golf tournaments.

The chapter recognizes the importance of the next generation of public works professionals, especially those who are completing their college studies and getting ready to enter the work force. Working closely with the Scholastic Foundation, the chapter provides student memberships to all recipients of Oregon APWA scholarships. In 2021 the chapter provided 18 student memberships to scholarship recipients, who also are invited to take part in APWA events.



I. Membership



The chapter has continued to maintain and build upon actions that highlight the chapter’s membership goals. Each issue of the chapter newsletter contains articles on chapter programs, provides marketing opportunities for corporate members, and includes a listing of new members along with their contact information. This is intended to forge connections with new members early on and provide a fairly immediate benefit of membership.

The Oregon Chapter does not require an APWA membership for attendance at trainings or educational events. However, there are generally “member” and “non-member” rates, which are set to encourage people to join APWA to gain all the benefits of the association in addition to the reduced training rates. At the same time, allowing non-members to attend chapter-sponsored lunches, conferences and trainings exposes them to APWA and the benefits of membership.

II. Service to Chapter Members



A. Number of Members Attending Meetings/Events

While the pandemic and the resulting cancelation of in-person meetings and events had a significant impact on the chapter in 2021, a variety of virtual training and engagement activities drew nearly 1,300 registrants and participants and 50 sponsoring companies ([see Table 1](#))

Also, despite challenges, the chapter in 2021 maintained its full committee structure, even though many of the committees were unable to hold tours and social events as they had in the past. That said, several committees thrived in the new virtual environment, and new opportunities for member engagement were developed over the year.

The following is a list of chapter board and committee activities in 2021:

Oregon Chapter Board of Directors hardly missed a step in its monthly meeting schedule, having both in-person, hybrid, and virtual meetings. Attendance at meetings was excellent, in part because Zoom and Microsoft Teams allowed board members throughout the state to attend meetings without the time and cost of travel. The convenience of remote participation was augmented by technology that allowed sharing of budget reports, spreadsheets, calendars and planning documents. The board also engaged committee chairs by scheduling time for committee reports at board meetings. In July, the chapter board held its annual joint meeting with the Scholastic Foundation board, using Zoom. In summary, the 11 board meetings in 2021 engaged more than 40 chapter members.

2021 Oregon Chapter Board

Tony Roos (President), John Lewis (President-Elect), Ashley Cantlon (Secretary), Tim Blackwood (Treasurer), Mike Bisset (Immediate Past President), Dan Boss (Chapter Delegate),
Directors: Chase Welborn, Doug Singer, Lieden Cook, Russ Norton, Shannon Williams, Krey Younger

Chapter Awards Committee was fully active in 2021. Meeting virtually, the four-member committee, co-chaired by Jennifer Garbely and Sheila Sahu, continues to grow, with six members set to be involved in 2022. Committee members met two times in-person, initially to figure out tasks and later to deliver awards for distribution. Apart from those in-person meetings, everything else was virtual, including meeting with award evaluators. The award evaluator virtual meeting included nine people, and one of them (Jake Johnston) was in Denver, Colorado. It really showed that award evaluation could be done effectively anywhere. Based on the committee's outreach, the chapter solicited applications and recognized six projects of the year, three "Everyday Heroes" an Excellent Communicator, and a Special Service Award recipient. Delora Kerber was nominated (and selected) as a National Top 10 Public Works Leader. These awards were featured in a [special issue of the chapter newsletter](#) and placed on the [chapter's awards web site](#).




II. Service to Chapter Members



While the focus of this nomination is on 2021 actions, it would be appropriate to mention planning and other activities that set the stage for Award accomplishments in 2022 and beyond. The committee successfully nominated, evaluated, presented, and delivered more than a dozen awards in 2021, with most everything but award pickup and delivery completed virtually. The committee updated forms and websites to transfer the award committee work done by Krey Younger as previous chair to Jen/Sheila as co-chairs. The chapter also now has digital logos for Project of the Year that can be used for marketing purposes for awardees and by APWA.

Audit Committee is a small but important function of the chapter. In 2021, the committee comprised three members - Cedimir Jesic, Doug Singer, and John Jensen– who reviewed the previous year’s treasury records to ensure accurate accounting. In attendance was our chapter’s Treasurer (Tim Blackwood) and event coordinator (Cameo Management).

Chapter Communications Committee has three active members – chair Adrienne Lindsay, Eric Jones, and Brian Richardson – and an active board liaison (Doug Singer). The committee in 2019 switched to the convenience and effectiveness of virtual meetings and Dropbox document sharing, and continued to meet regularly via Zoom/Teams in 2021. The activities of the Communications Committee are detailed under Member-to-Member Outreach, [Section II.B](#).

Education Committee members, led by chair Jenifer Willer, in 2021 focused on technical session speakers for conferences and offering virtual trainings.  The 13-member committee has continued to be the lead for soliciting and scheduling speakers for technical sessions for the chapter's biannual conferences. In 2021, the committee also hosted five virtual "lunch & learn" presentations and a virtual local bridge maintenance training from the AASHTO TSP-2 program. The committee also made presentation recordings available on the chapter’s [YouTube channel](#) for later viewing. In addition, the Education Committee continued to work with Cameo Management Solutions and coordinate CEU and PDH credits.

Emergency Management Committee, chaired by Mike Lueck, is a three-person committee. The group held two meetings in 2021 – one virtual and another in-person. Among the committee’s 2021 accomplishments: increasing the number of committee participants; starting discussion with chapter leaders about including emergency preparedness and/or incident command system as part of the chapter’s leadership training program; and presenting at the Society of American Military Engineers (SAME) joint luncheon with APWA in February. Goals for 2022 include continuing to foster recognition of public works as a “First Responder” and encouraging leadership from APWA and Oregon Emergency Management Association (OEMA) to consider a joint conference in the near future.

The **Membership Committee** is a three-person group, chaired by Leslie Finnigan, that coordinates various membership initiatives (described in [Section I](#)).

Public Works Luncheon, chaired by Fred Wismer (in the Portland area) and Brian Richardson (Eugene area), collaborated with the Education Committee to offer virtual “Lunch and Learn” events when traditional in-person luncheons were not feasible. The committee helped moderate sessions and prepare promotional materials. Six sessions drew a total of 265 registrants.

II. Service to Chapter Members



The **Scholarship Committee**, co-chaired by Laurie Allen and Todd Watkins, works with the chapter Board and the Board of Directors of the Oregon APWA Scholastic Foundation to award scholarships to students at Oregon colleges and universities (see [Section IV](#)). In particular, the Scholarship Committee builds and maintains relationships with faculty advisors and coordinates with them to identify students most deserving of scholarships. In 2021, the Scholarship Committee implemented new digital forms to make the process easier and more relevant for students to apply for Oregon APWA scholarships.

The **Street Maintenance & Collection System (SM&CS) Committee** is a 24-member group that plans and organizes trainings and “short schools” primarily for public works operations and maintenance staff. Two SM&CS sessions – both virtual – were held in 2021, attended by a total of 336 registrants. Virtual O&M training was new territory for Cameo Management, committee members, vendors and speakers who support the school. Despite challenges, the organization of the event through planning, marketing and facilitating created a seamless and smooth event for the students. Strong student attendance shows just how important the SM&CS school is to public works maintenance workers.

The **Technology Committee** is co-chaired by Andy Sheehan and Erik Hopwood and currently has six members from four different agencies (Pendleton, Eugene, Oregon City and Wilsonville). The committee held several virtual meetings in 2021. Committee accomplishments over the past year included a virtual presentation at the Fall Conference and preparation for the 2022 Spring Conference and Vendors Showcase. The committee also is working with the Communications Committee to start taking on an admin role for the chapter’s website and organizing virtual trainings with the other committees in the organization to help them update their webpages.

The **Transportation Committee**, co-chaired by Darren Hippenstiel and Mike McCarthy, held several virtual presentations in the past year that drew approximately 150 participants. The presentations were: June 2, 2021, Redmond Mini-Roundabout (70 participants); September 14, 2021, Smart Traffic Signals (30 participants); and January 26, 2022, An Overview of the City of Milwaukie’s SAFE Program (50 participants).

Young Professionals, chaired by Nicholas Polenske, has about 40 to 50 members who are involved at varying levels. More information about the Oregon Chapter’s YP group can be found in [Section II F](#).

Standard Specifications, chaired by Guy Hakanson, sent out 74 specification updates proposed by the State Specification Engineer for review by the 30-person committee. In late 2021, Guy transitioned the chair to Fred Wismer.

Water Resources, chaired by Jue Zhao, provided content for our conference technical sessions as well as co-hosted a joint ACWA/APWA workshop of Sustainable Utilities Management.

Less-active committees included **Sustainability**, and **Utility & Public ROW**. The sustainability committee recently found new leadership in Steve Adams and Allison Pynch. The UPROW committee remained dormant as a new chair is solicited.

II. Service to Chapter Members



Table 1: Summary of Members Attending 2021 Meetings/Events

<i>Date</i>	<i>Description</i>	<i>Registrants/ Participants</i>	<i>Exhibitors/ Sponsors</i>
	<i>2021 Trainings and Events</i>		
4/7 – 4/9	Spring Conference	194	22 sponsor companies
4/13 – 4/15	Spring SM&CS	202	4 sponsor companies
10/5 – 10/8	Fall Conference	181	21 sponsor companies
10/26-10/28	Fall SM&CS	134	3 sponsor companies
<i>Total</i>		<i>711</i>	
	<i>2021 Lunch & Learn</i>		
4/2	ADA Ramps – Saving Money While Building Them Right	67	
4/23	Sewer Rehabilitation Under Water and Through Critical Areas	35	
5/7	Design-Build Lessons Learned at the Columbia Boulevard WWTP	35	
5/14	Nature and People: Eugene’s Approach to Natural Area Management	25	
5/21	Temporary Shelter Sites for the Homeless on City Property	24	
10/13	Low-Cost Maintenance to Save Bridges	79	
<i>Total</i>		<i>265</i>	
	<i>Committee Meetings and Events</i>		
Various	Committee meetings and events	310	
<i>Grand Total</i>		<i>1286</i>	

II. Service to Chapter Members



B. Member-to-Member Outreach

Chapter Newsletter, Social Media, Website, and Other Communication Tools

The chapter continues to have an active Communications Committee, and in 2021 the committee continued to meet on a regular basis to develop interesting and relevant content for the newsletter, schedule social media posts, and meet other communication needs. In 2021, the chapter continued its focus on integrated marketing, tying the newsletter and chapter website more closely to the chapter’s [Facebook](#) and [Twitter](#) accounts.

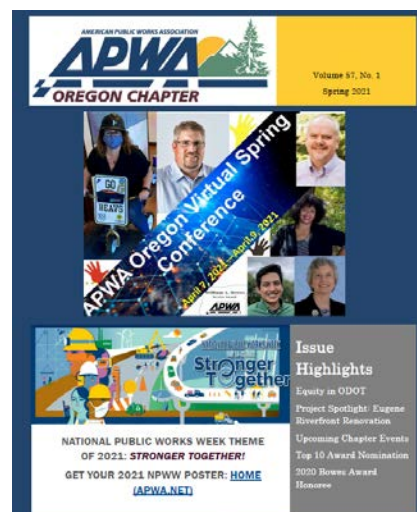


Key to this integrated approach is the development of a social media calendar that draws on award announcements, training events and other chapter news to provide timely postings to social media. This approach is particularly valuable when in-person communications are not feasible. The increasing reliance on electronically delivered information makes it easier and more cost-efficient to assemble and distribute content but also depends on the members providing accurate email links. Social media posts and engagement are being driven by a dedicated person on the Communications Committee and is allowing us to share more information via social media, including many non-scheduled items. This person also shares information posted by National and other chapters in an effort to keep members informed.

The chapter’s website is a key engagement tool for the chapter members. The most popular page on the site is the [job listing page](#), which had garnered more than 45,000 “visits” since inception – averaging more than 300 visits per month over the past year. Typically, two dozen or more public works jobs in the Pacific Northwest are posted on the job-listing page. Other frequently visited chapter web pages include: Chapter Board, Training Opportunities, Conferences, Awards, Standard Specifications, Committee Central, and Scholarships. The chapter uses the website as the main source of information by posting all previous versions of the newsletter, encouraging committees to use the Upcoming Events feature to post about events, using the front-page banner to share new stories/content, keeping board and committee contact information up-to-date, and posting information about current and previous award winners.



The [newsletter](#) continues to be a primary form of communication with chapter members. Each issue is headlined with a message from the current chapter president. Articles in 2021 told the stories of scholarship recipients, offered technical information on a variety of subjects, listed new members and various award winners, and promoted committee meetings, chapter events, conferences, trainings and National APWA events and initiatives.



II. Service to Chapter Members



One communications goal for the chapter was to more widely publicize the winners of the chapter’s awards. Information was shared via a special edition section in the winter newsletter congratulating all the individuals and projects that were announced during the fall conference. Special electronic banners for the website and social media were created for each winner. The Communications Committee scheduled social media posts and website home page banner highlights to recognize the winners. Award posts are scheduled throughout the year.

As an indication of the perceived importance of communications in public works, in 2021 the chapter presented an award for [Communication Excellence](#). These awards recognize chapter members who are distinguished in the public works field for communication skills or techniques that bring awareness or educate the public and/or the profession about public works or public works communications.

The chapter has an email account (oregonapwa@gmail.com) to receive correspondence from members and other interested parties. The chapter secretary monitors this account.

Public Works Luncheons

In addition to technical sessions at conferences, tours, and trainings, the chapter traditionally hosts luncheons at locations around the state. The Oregon Chapter Public Works Luncheon Committee offers these sessions to encourage members and non-members alike to network, hear presentations from industry professionals and participate in the APWA organization. In 2020, a new platform was created after restaurants and other meeting locations were closed due to COVID, and in 2021 virtual “Lunch and Learn” sessions continued to be popular, with more than 260 people attending the [six sessions](#).



Chapter Conferences

One of the most successful ways the chapter engages its membership is through semi-annual conferences. This engagement tool felt an immediate impact from COVID, with Oregon Gov. Kate Brown issuing emergency statewide closures in March 2020, just two weeks before the scheduled start of the chapter’s 2020 spring conference. The chapter immediately canceled the spring conference and all other in-person meetings, trainings and conferences until further notice. The chapter and its administrative service provider, Cameo Management Solutions, quickly rallied and set up a fall 2020 virtual conference that drew 185 delegates and 26 sponsors – about what a “normal” conference would do. Pandemic restrictions continued throughout 2021, but the chapter was able to leverage lessons learned in 2020 and held two successful conferences in 2021 that drew a combined total of 375 participants. More information is provided under Section III.C, [Professional Development](#).

C. Evidence That the Chapter is Successfully Meeting Chapter Best Practices

During 2021, the Oregon Chapter of APWA continued to focus on the standards set in prior years, maintaining adequate scheduling, coordination, and resources to meet 98% of the applicable *Chapter Best Practices* (see [Appendix A](#)).

II. Service to Chapter Members



D. Chapter-to-Chapter Outreach

National Delegate

The chapter's National Delegate, Dan Boss, continued to be active in 2021, working to build and maintain relationships with other chapters, delegates, people on National APWA committees, and National board members. In February, he attended the virtual Winter Council of Chapters meeting. Boss worked with other delegates on the O&M Engagement Focus Group and helped develop a survey and report to share O&M staff engagement ideas with other chapters.

Boss attended both virtual chapter conferences and monthly chapter board meetings. During the COVID shutdown, Boss participated in online discussions facilitated by Region IX Director Dan Hartman to share experiences and ideas related to the cancelation of conferences and training sessions and learn how other chapters were dealing with financial and organizational impacts. In late August, Boss attended PWX in St Louis and the summer Council of Chapters meeting. He is a working member of the Struggling Chapters Task Force.

National Committees

Members of the Oregon Chapter are actively involved in National APWA programs. This is an opportunity for chapter members to share their experience and knowledge with other chapters. The following is a list of the Oregon members involved at the National level in 2020-2021:

<i>Name</i>	<i>Committee/Subcommittee</i>
Shannon Williams	Public Works Projects of the Year Committee
Shannon Williams	Water Resources Management Committee
Shannon Williams	Certification Council
Jue Zhao	Water Resources Management Committee
Matt Rodrigues	Center for Sustainability
Delora Kerber	Professional Development Committee
Katie Marwitz	FHWA Pavement Preservation Expert Task Force Group
Dan Boss	Council of Chapters
Keith Nicolson	Certified Public Fleet Council

E. Chapter Diversity/Inclusiveness Programs or Activities

Chapter Board

The chapter's commitment to diversity continues to be a focus and is clearly stated in the Oregon Chapter's current strategic plan: "We are proud that our association and its members demonstrate

II. Service to Chapter Members



a commitment to diversity, including background, education, training, experience, generation, and geography, among others. We are an umbrella organization dedicated to serving the remarkable breadth of people committed to public works.”

The fulfillment of this core value starts with the chapter board. The 2021 Oregon Chapter Board continued to be a solid balance of public agencies, private consultants and retired members working together to accomplish the work of the chapter through collaboration, teamwork and delegation. The board is a functional group of professionals who enjoy their time together, which in turn allows for successful delivery of service to the chapter. The 12-member board consisted of a mix of public- and private-sector members: President Tony Roos (Kittleson and Assoc.), President-Elect John Lewis (City of Oregon City), Treasurer Tim Blackwood (Pali Consulting), Secretary Ashley Cantlon (Otak, Inc.), Immediate Past President Mike Bisset (City of McMinnville), directors Doug Singer (City of Eugene), Shannon Williams (Keller Associates), Russ Norton (Quincy Engineering), Chase Welborn (3J Consulting), Lieden Cook (City of Pendleton), and Krey Younger (NV5); and National Delegate Dan Boss (retired).

This group worked efficiently together and shared the common goal and strategic vision of promoting leadership development in its operations. The chapter continued to benefit from its successful practice of electing the treasurer and the secretary to two-year terms, which provides stability and continuity for these important operational positions. The Oregon Chapter is focused on actively recruiting young professionals’ participation in the chapter and to serve on the board and the Scholastic Foundation.

Additionally, the chapter supports sending officers to National events to improve their skill set as leaders in the chapter, making connections with other chapters, and strengthening the bond that the Oregon Chapter has with National APWA. In 2021, the chapter sponsored Dan Boss’ trip to PWX in Kansas City.

Training and Networking Opportunities

The Oregon Chapter realizes that the membership is comprised of a wide array of public works professionals who have different needs with respect to training, networking and involvement. The chapter offers diverse training and networking opportunities to meet the interests of the various members who participate in chapter events. Educational opportunities are available for managers and supervisors (e.g. spring and fall conferences), front-line workers (short schools), and emerging leaders (Northwest Public Works Institute). Technical tours of local facilities and projects traditionally are offered at the spring and fall conferences, allowing local agencies to showcase their work to other public works professionals from across the state. Many of these activities, such as in-person trainings and tours, were paused in 2021 due to continuing COVID restrictions, and virtual presentations and workshops were created to fill training needs. Networking opportunities are beginning to return in 2022 as COVID restrictions ease.

Recognition of Military Veterans

In 2021, the chapter continued to recognize military veterans who have served our country. The \$1,000 Veterans of the United States Military Commemorative Scholarship at Clackamas

II. Service to Chapter Members



Community College (CCC) was awarded to Army veteran Joseph Russell Seymour, who received the National Defense Service Medal, Korea Defense Service Medal, and Army and Overseas Service Ribbons. Joseph started at CCC in pre-engineering before the pandemic and switched to the Water and Environmental Technology (WET) program. He plans to complete his degree in civil or environmental engineering.

Conference and Training Sponsorship and Accessibility

To assist local municipalities with training and networking opportunities, the chapter offers scholarships to small local agencies to allow their employees to participate in a conference or other chapter-offered training schools they would not otherwise be able to attend. This gives these employees the opportunity to gain exposure to other attendees, meet exhibitors, and benefit from specialized training and technical sessions. Due to the pandemic-related cancelation of in-person conferences and training, the issuance of training grants continued to be paused in 2021.

Additionally, the chapter strives to diversify the locations of the spring and fall conferences to enable public works staff from less populated areas of Oregon to attend with lower travel costs. While no in-person conferences were held in 2021 due to the pandemic, the shift to a virtual setting actually benefited diverse attendance by reducing cost and travel concerns. Attendance at the 2021 virtual conferences was at or above average attendance for in-person conferences, in part because the registration fees were significantly less than usual.

F. Young/Emerging Professionals

Due to COVID restriction, Oregon's Young Professionals did not have any social events come to fruition in 2021. Two social events were planned – one in February 2021 and one last August – but both were cancelled last minute due to a spike in COVID-19 cases. Signs are favorable that events will start happening quarterly in 2022. As a positive indicator, more than 50 people participated in a YP social at the Oregon Chapter's spring 2022 conference – the first in-person conference in more than two years.

The YP committee actively participated in the Oregon Chapter's two virtual conferences in 2021 – both in speaking/presentation roles and in facilitation/moderator roles by YP committee members. YP Committee chair Nicholas Polenske also made it a priority to get involved with a more established YP committee (the SoCal Chapter) to understand how they were navigating the COVID-19 environment and how they were using their committee resources to plan events moving forward.

Given the restrictions on in-person social gatherings, Polenske used 2021 to focus on getting people involved at a more specific planning level and starting to increase participation outside of the conferences. He is very optimistic that 2022 will be a huge growing year for the Oregon YP group and will be looking forward to the planned upcoming events.

III. Advancement of Public Works and Sustainability



A. Awards/Recognition Programs

The Oregon Chapter has an active awards program that recognizes a variety of projects and individuals throughout the state. The following projects were honored as 2021 Oregon projects of the year and/or submitted to National APWA for consideration as 2021 projects of the year:

<i>Description</i>	<i>Agency</i>	<i>Category</i>
Mill Creek Corporate Center Open Space	City of Salem	Environmental, \$5 million to \$25 million
A Street Rail Safety Improvements	Oregon DOT, City of Rainier	Transportation, \$5 million to \$25 million
McClaine Street Improvements	City of Silverton	Transportation, less than \$5 million
Pacific Avenue Pedestrian Crossing	City of Forest Grove	Transportation
Gateway Green ¹	City of Portland Parks and Recreation	Structures, \$5 million to \$25 million
North Plains Veterans Park	City of North Plains	Structures, less than \$5 million
31st/33rd Thin Lift Overlay ²	City of Springfield	Transportation

¹ Co-submitted to National by City of Portland Parks and Recreation and Oregon APWA

² Submitted to National by City of Springfield

Communication Excellence

In 2021 the chapter presented an award for Communication Excellence. This award recognizes chapter members who are distinguished in the public works field for communication skills or techniques that bring awareness or educate the public and/or the profession about public works or public works communications. The recipient in 2021 was:

- **Devon Ashbridge**, who was nominated by Lane County Public Works for her extraordinary work in coordinating complex communications with wildfire survivors in response to the Holiday Farm Fire.

Everyday Hero Awards

In 2021 the chapter presented three awards to Everyday Heroes. This award recognizes public works employees who are identified by their peers or customers for providing good customer service, making the best use of public resources, helping co-workers succeed, and being a great person to work with. The 2021 recipients were:

III. Advancement of Public Works and Sustainability



- **City of Beaverton Water Operations staff**, who faced challenges due to COVID, wildfires, ice storms, and rapidly growing demand for services.
- **Diana Bracamonte**, City of Hillsboro, who worked in the office every day during the pandemic and managed the office alone as other administrative support staff covered different offices or worked from home. She amazingly managed the large volume of daily phone calls on her own for those 12 months and ensured everyone was helped or connected to the correct person working remotely.
- **Rick Castle**, City of Roseburg, who managed and self-performed as much as possible improvements to Beulah Park, one of Roseburg's oldest neighborhood parks. He designed the project; performed project surveying work; coordinated purchase, delivery, and installation of ADA accessible playground equipment; managed a construction contract for concrete work; coordinated installation of the Forever Lawn playground surface; coordinated work by City Street and Parks crews; and maintained proper records for the grant.

Outstanding Service Award

Krey Younger was recognized by the Awards Committee to honor him for his four years of dedication, passion and service in planning, managing and hosting the APWA Oregon awards program.

Golden Knuckle (aka “Gizmo”) Award

This trophy, dubbed the Gizmo Award, has been an Oregon Chapter tradition since 1985. Recipients add their personal embellishments that reflect the legacy they want to leave in the industry. Over the years it has raised hundreds of thousands of dollars for scholarships benefiting students pursuing public works careers. It’s also good fun for all involved. In 2021, Sue Nelson and Tim Blackwood were “honored” to receive the Gizmo following lively online auctions.



Sue Nelson hands off Gizmo to Tim Blackwood

National Awards

Presidential Award for Chapter Excellence

The Oregon Chapter continues to meet or exceed National’s expectations with respect to growth, performance, and delivery of services. In 2021 the chapter was one of three chapters (Colorado and Washington State were the other ones) in Region IX to receive the PACE. This PACE nomination packet marks Oregon's 21st submittal with the chapter successfully earning the award, consecutively, since 2001.

III. Advancement of Public Works and Sustainability



Top Ten Leader of the Year Award

Oregon APWA nominated and National APWA selected City of Wilsonville Public Works Director/Emergency Manager Delora Kerber as a 2021 Top 10 Leader of the Year. Kerber has been active in APWA since 2003. She served as chapter President in 2016, and she is currently on the Oregon APWA Scholastic Foundation Board of Directors. Her service to the chapter and the profession earned her the chapter's highest honor, the William A. Bowes Award, in 2019. "We are proud to nominate Delora Kerber for the 2021 Top 10 Leader Award," said 2021 chapter President Tony Roos. "She epitomizes the spirit of public service and public works by dedicating her life's work to the Oregon Chapter, APWA National, and the public works profession."



2021 Public Works National Projects of the Year

Six Oregon projects were submitted as entries in the 2021 National APWA Projects of the Year competition. Two of those projects received top honors in the judging: Pringle Creek Demo & Stream Restoration, City of Salem (environment, less than \$5 million); and Kronberg Park Multi-Use Walkway, City of Milwaukie (transportation, less than \$5 million).



B. Public Works Promotion

National Public Works Week

Oregon Gov. Kate Brown proclaimed May 16-22, 2021, as National Public Works Week. In requesting the proclamation, 2021 Oregon Chapter President Tony Roos noted that "This past year has been extremely taxing on our public works professionals, whether it be responding to the fires, or providing water and sewer during COVID, or maintaining our streets and infrastructure, public works has been at the forefront of our communities." The Oregon Chapter also promoted "stronger together" as the 2021 national public works theme in its newsletter and on its online home page.



III. Advancement of Public Works and Sustainability



The Power of Relationships

One of the best ways to promote public works is by building relationships based on service and mutual benefit. Over the years, the Oregon Chapter has forged many meaningful partnerships. Two examples in 2021 include:

- **Faculty at colleges and universities** are able to secure student scholarships by working with the Oregon APWA Scholastic Foundation. Through their tireless efforts, Chapter Scholarship Committee Chairs Laurie Allen and Todd Watkins keep connected to a statewide network of the best faculty advisers to help match students to available scholarships. All scholarship materials are branded with the Oregon APWA logo, and scholarship recipients are featured on the chapter’s web site and in the chapter newsletter. A strategic goal in 2021 is to foster lasting relationships between scholastic board members and scholarship recipients after they graduate.
- **HR professionals** increasingly find the chapter’s [jobs page](#) a valuable resource. As a result of consistent, timely and accurate postings by the chapter, public and private agencies and professional recruiters have found it increasingly effective to use the jobs page to recruit employment candidates. In turn, more than 45,000 job seekers in the Pacific Northwest have visited the chapter’s web site looking at employment opportunities ranging from public works directors and city engineers to water system operators and transportation maintenance workers. And, hopefully, learning more about Oregon APWA in the process.

C. Professional Development

In alignment with the Oregon Chapter’s strategic plan, the chapter’s training and professional development program provides a wide range of courses, topics and learning opportunities for front-line workers, managers, administrators and engineers. Many of these have been in-person events that continued to be unavailable in 2021 due to the pandemic. However, as detailed here and in other sections of this report, there have been several successful adaptations to the virtual learning environment.

The chapter’s Education and Public Works Luncheon committees coordinated six educational “lunch and learn” sessions in 2021. The sessions qualify for professional development hours (PDH) and continuing education units (CEU). Additionally, the chapter’s Transportation Committee has facilitated three technical online presentations in the past year.

Chapter Conferences

The Oregon Chapter held virtual (Zoom) conferences in 2021 – April 7-9, and October 5-8. They were successful by several measures:

- Participation was excellent, with 194 delegates and 22 sponsors at the spring conference, and 181 delegates and 21 sponsors at the fall conference.
- The agenda mimicked typical in-person conferences, with Oregon Chapter board and Scholastic Foundation board and membership meetings, keynote speakers, awards presentations, and online fundraising auctions.

III. Advancement of Public Works and Sustainability



O&M “Short Schools”

The Oregon Chapter maintained its commitment to those who operate and maintain public works infrastructure. Time-tested “short schools” are designed around street maintenance and collection systems (SM & CS), and these programs had to go virtual in 2021. Would they be successful? Yes! The 2021 spring school drew 202 registrants, and the fall school saw 134 registrants. Despite the relative success, the SM & CS Committee is glad that in-person schools will be offered in 2022.

D. Promotes Sustainability in Public Works Management

Sustainability is a core value for the Oregon Chapter, reflected in its strategic plan: “We recognize that building sustainable communities is the greatest challenge to public works in the 21st century. We are committed to promote and support our members’ continuing efforts to advance sustainability in their communities and to ensure that our organization embodies sustainability in its operation as well.” Examples in 2021 include:

- Partnership with Green Transportation Summit & Expo, which is the region's premier fleet modernization and alternative fuels event.
- Articles about sustainable practices in the chapter newsletter, including an in-depth piece on Frog Pond Master Plan in the [fall 2021 issue](#).
- Recognition of sustainability as a key component of applications for projects-of-the-year awards (criteria include “sustainable practices – use of alternative materials, practices, or funding that demonstrates a commitment to sustainability, and Environmental considerations including special steps taken to preserve and protect the environment, endangered species, etc., during the construction phase.”)

A Safe and Sustainable ‘Silver Lining’

With the unknowns and volatility of the pandemic, and in recognition that our chapter members first duty is to their families and communities, the chapter maintained the “new normal” form of virtual interactions.

Pre-COVID, the chapter offered a wealth of in-person trainings, conferences, luncheons, tours, golf tournaments, and committee meetings. These opportunities were personally and professionally rewarding, but they often involved a considerable amount of travel. Because of the size of Oregon and the geographic diversity of Oregon APWA, some members literally flew to statewide conferences and training sessions. Call-in meetings were occasionally held, but the advent of Zoom and Microsoft Teams greatly expanded the ability of members to participate in shared experiences without having to leave their homes or offices. By learning how to use the new video conferencing technology, members expanded their skills in ways that will pay dividends for years to come.

Oregon APWA eagerly awaits the resumption of in-person events, but it’s very likely video conferencing is here to stay, particularly for board and committee meetings and trainings that don’t require hands-on learning. The result: thousands of travel miles and hours saved each year.

III. Advancement of Public Works and Sustainability



E. Advocacy Outreach — Efforts to Advocate for Public Works and Increase Awareness and Understanding of Public Works with Elected/Appointed Officials

2021 Oregon Chapter President Tony Roos used his “bully pulpit” on several occasions to advocate support for public works.

- Oregon APWA took a position urging Oregon Gov. Kate Brown to prioritize front-line workers, including public works staff, to receive the COVID-19 vaccine. A letter dated Jan. 15, 2021, closes by observing, *“Sadly, essential workers have been stretched to the breaking point while being asked to carry out their responsibilities, over the course of nearly 10 months, and concurrently maintain peak mental and physical health and conditioning to ward off susceptibility to COVID-19.”*
- Roos worked with the governor’s staff to have May 16-22, 2021, proclaimed as National Public Works Week (see [Public Works Promotion](#)).
- The Oregon Chapter also took a position to oppose Oregon House Bill 2310, which would have restricted local agencies’ abilities to select the pipe material that best served their communities. In a letter to the House Water Committee, the chapter wrote: *Imposing new materials mandates not only interferes with sound engineering judgment, but also with the ability of communities to manage their systems as efficiently as possible. Communities should remain free to adopt system-wide best management practices and uniform specifications in the development and maintenance of their water systems to maximize efficiency and control costs, rather than being forced to comply with unnecessary regulations.*
- In the [winter 2021 chapter newsletter](#) Roos wrote: *“By now you’ve heard all about the Infrastructure Investment and Jobs Act coming from Washington DC. This legislation is incredible, allowing us to preserve, repair, and expand our critical infrastructure; repairs are long overdue and our infrastructure is suffering greatly from deferred and delayed maintenance. This should also be a call to action by all of us to grow the next generation of public works professionals. There is an incredible need now for talented staff in all fields of public works, and the need will only get stronger as this IJA funding comes online. I ask all of you to talk to students, neighbors, friends, and family about joining our forces. Be a strong advocate equally for STEM as well as skilled trades.”*



In the longer term, the chapter remains committed to past practices such as staffing a chapter booth at the League of Oregon Cities’ annual conference, providing members for legislative working groups as needed, speaking at local colleges and universities, and making materials and booth displays available to members to help them tell the public works story.

IV. Service to the Community



A. Education Outreach Programs

Scholastic Foundation

The Oregon Chapter's Scholastic Foundation awards scholarships to students interested in pursuing an education in the field of public works. Since 1981, the program has awarded more than 280 scholarships, totaling almost \$430,000. In 2021, the Foundation awarded 18 scholarships ranging from \$750 to \$3,000 for a total of \$30,750, with year-end assets totaling more than \$700,000. APWA encourages its scholarship recipients to become student-members and to continue their affiliation with APWA after graduation. The stories of these worthy scholarship recipients and the appreciation they express can be viewed at <http://oregon.apwa.net/PageDetails/2532>.

Initially, these scholarships were established to recognize and financially assist civil engineering students with an interest in pursuing a career in public works at three different colleges. As the foundation's resources have grown over time, so too has the number of scholarships and recipients increased. In 2021, scholarships were offered at 11 colleges and universities serving Oregon students, in studies including environmental engineering, sustainability, natural resources, and urban planning.

The "[Gizmo](#)" is the chapter's premier way of raising scholarship funds. The scholarship program also benefits from "tribute" accounts created by individuals or in memory of those dear to the hearts of Oregon APWA members. Currently there are 10 tribute accounts, including those honoring Kurt Corey, Merle Langley, Allen Alsing, Ron Polvi, Don Schut, Michael Lindberg, and Les Lyle. There are special scholarships, too, including one for veterans, one funded by chapter past presidents, and two funded jointly through a partnership of Oregon APWA and Asphalt Pavement Association of Oregon. This varied and creative approach to funding scholarships has worked very well for the Oregon Chapter and has yielded success by every metric: number of students served, number of participating colleges, and total assets.

B. Community Service Programs

Community outreach grants funded by the chapter provide opportunities to promote public works through education, community and career support. The chapter distributed \$500 in grants in 2021 to support Lane County's children's books on public works.

Traditionally the Oregon Chapter incorporates community service projects into its semi-annual conferences. Because conferences are held at various locations around the state, conference service projects benefit a wide range of community organizations.

Due to COVID restrictions, no in-person chapter conferences were held in 2021, and community service projects were adversely impacted. Once in-person events resume in 2022 there will be new opportunities for conference-based service projects (the chapter did a food drive at the

IV. Service to the Community



spring 2022 conference through Clatsop Community Action; the chapter contributed food and a \$500 cash donation).

This change in circumstances also has ramped up the chapter's commitment to find new ways to engage in service projects. 2022 Oregon Chapter President John Lewis has convened a work group of chapter board members and committee chairs to identify potential projects and the resources needed to organize and/or participate in environmental and community-based projects. Plans already are under way to participate in clean-up projects on the Willamette and Clackamas rivers.

Finally, it should be noted that while in-person chapter work projects were not feasible in 2021, the chapter used its resources to promote the efforts of member agencies providing community services. For example, the City of Eugene undertook a major initiative to provide housing options for the homeless in Eugene. The Oregon Chapter published an in-depth analysis of that effort in the chapter newsletter to recognize Eugene's good work and encourage other member agencies to consider similar efforts.

Appendix A



Appendix A: 2021 Best Practices for APWA Chapter Capacity Building

	Yes	No	N/A	Comments
Membership Development				
1. The chapter maintains a continuously active membership development committee.	x			Membership committee is active
2. The chapter has an active membership development plan in place.	x			Board is actively engaged
3. The chapter maintains a college student outreach/mentoring program.	x			Done by scholarship committee
4. The chapter conducts regular new member orientations and/or implements a plan to welcome new members.	x			Welcome letters sent to new members
5. The chapter seeks diverse members and exhibits an inclusive attitude in its leadership, meetings and communication materials.	x			Re-establishing Leadership & Management committee to further advance this topic.
6. Membership retention is specifically assigned to an officer, committee or chapter administrator.	x			
7. Chapter offers programs targeted to young professionals and/or those new to public works field.	x			
8. Chapter participates in programs (webinars) offered by APWA addressing membership issues and utilizes membership recruitment and retention tools offered through APWA works field.	x			
9. Chapter targets small communities and geographic areas where membership is currently minimal or nonexistent.	x			Free attendance at our conferences to nearby small/rural agencies
10. Chapter monitors roster for unfilled agency membership position(s) and actively works with agency to fill position(s)	x			
Leadership Development				
11. At least two chapter officers participated in the most recent (biennial) Chapter Leader Training.	x			Virtual
12. The chapter delegate has a three year term of office.	x			
13. The chapter delegate and/or alternate attends all Council of Chapters meetings, committees, and conference calls and regularly reports Council updates to the chapter.	x			

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14.	The chapter treasurer serves a minimum of two years and has a transition plan for a successor.	x			
15.	A written leadership succession plan is maintained.	x			
16.	An active "past presidents" advisory committee is maintained.	x			
17.	Annually the chapter appoints a liaison to the National committees which request a chapter designee.	x			
18.	The chapter conducts an annual orientation session for new executive committee and committee chairs.	x			Board retreat held yearly
19.	Chapter strives for diversity which may include to seek an optimal mix between, age, race, gender, etc., and the number of public agency and private company members who serve on the executive committee.	x			
Committees and Taskforce Development					
20.	Chapter maintains a description for each of its committees and volunteers are actively recruited to serve on committees	x			
21.	Committees establish annual goals and submit regular reports of activity to the executive committee.	x			
Education and Special Events					
22.	Annually, the chapter conducts at least six continuing education and/or other education programming events to advance the public works field to members and nonmembers.	x			
23.	The chapter hosts annual equipment event and/or program targeted to "operations" staff.	x			
24.	The chapter hosts special events for members that are of a networking or fundraising value.	x			
25.	The chapter demonstrates creativity and innovation in programs and educational events.	x			
Finance Management					
26.	Chapter utilizes APWA financial management tools (e.g., QuickBooks Online) to track revenue and expenditures.	x			
27.	Monthly or quarterly financial statements are provided at all executive committee meetings.	x			

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28.	The chapter has established a policy to maintain an unrestricted and undesignated liquid reserve between 10% - 35% of its annual budget.	x			
29.	A fundraising development plan exists for chapter fundraisers.	x			
30.	The chapter submits/posts on the website its upcoming calendar of activities to secure insurance coverage to APWA by January 31.	x			
31.	The chapter has a written investment strategy for short- and long-term goals and reviews the strategy and investment reports at a minimum twice per year.	x			
32.	Executive Committee is aware of financial reporting requirements of the chapter to APWA and of its fiduciary responsibilities as stated in the APWA Rules Governing Chapters.	x			
33.	If applicable to the chapter, branches provide at a minimum quarterly financial statements to the chapter.			x	
Community Service and Outreach					
34.	Annually the chapter organizes and/or participates in a minimum of two community/environmental service events, one focused on an environmental project and one on a community-based project.		x		COVID challenges. See further discussion in Section IV.B
35.	The chapter has partnered and/or made contacts to partner on a project/program with other kindred organization(s)	x			
Administration					
36.	The chapter is in contact with APWA staff when issues or concerns are identified.	x			
37.	Annually, the chapter reviews all contractual agreements with chapter administrator and/or other remunerated independent contractors.	x			
38.	Chapter submits all contracts that are \$10,000 or greater to APWA for review prior to signing the contract.	x			
39.	The chapter has a written strategic plan and operational objectives which are reviewed each year.	x			
40.	Branches (where applicable)				
a	The chapter is in regular communication with its branch leaders.			x	

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b	Branch leaders serve and attend chapter meetings.			x	
c	All branch members are APWA members.			x	
d	All chapter branches meet performance standards and follow the Chapter's strategic plan.			x	
41.	The chapter maintains a robust awards and recognition program for chapter members and regularly nominates members for APWA national level awards.	x			
42.	The chapter's executive committee meets at a minimum on a quarterly basis each year.	x			
43.	If qualified, the chapter submits application for the PACE Award.	x			
44.	The chapter archives and records its chapter historical information and records.	x			
Marketing and Communication					
45.	The chapter has a regular communication it distributes to members and nonmember Public Works professionals.	x			
46.	The chapter's written and graphic materials follow APWA branding standards.	x			
47.	The chapter engages the media by promotion of its events, programs and the public works industry.	x			Media engagement tools include social media, news releases
48.	The chapter promotes the use of current and relevant social media tools as a means of communication among members.	x			
49.	The chapter has a website with current and relevant content.	x			
Advocacy					
50.	The chapter actively participates in governmental affairs through use of an advocacy committee/task force or contact liaison.	x			
51.	The chapter annually secures a resolution from the Governor in support of NPWW and carries out related NPWW functions	x			
52.	The chapter annually identifies local and national advocacy opportunities and encourages its members to be active.	x			

Chapter Name: Oregon Chapter APWA