2026 PACE

New and Innovative Ideas from Chapter Recipients





Finance Management

The Chapter has successfully completed the transition of our QuickBooks operations to APWA National, creating a more streamlined and standardized financial management process. This shift enhances long-term continuity and support for the Treasurer position, reducing the administrative burden that previously required local system oversight. With financial operations now managed centrally, the Treasurer role becomes more accessible to members across the entire state, rather than being limited to those within the Metro Phoenix area. For larger chapters, this model may also serve as a valuable approach to expanding leadership opportunities and improving operational sustainability across broader geographic regions.

Membership Development

The collaboration between the AZ Chapter of APWA and WTS marked a new and innovative initiative aimed at strengthening membership across both organizations. By combining resources, expertise, and shared goals, this partnership created fresh opportunities for professional development, networking, and engagement. The joint effort not only expanded our reach to new audiences but also demonstrated the value of working together to grow and support the public works and transportation communities throughout Arizona.

The Arizona Chapter new innovative initiative was to spotlight public agencies and consultants in our newsletters and at our luncheons, encouraging members to connect with them. As membership continues to grow each month, we've remained committed to maintaining the high level of engagement we expect at every event. This year, we're proud to see the Arizona Chapter's new innovative initiative, designed to further strengthen collaboration and create fresh opportunities for member involvement is a huge success!

Leadership Development and Succession Planning

Our monthly board agenda has traditionally included time for chapter committees to report directly to the board. Beginning last year, we introduced the addition of National

Committee updates as a new initiative, and this practice continues into the current year. This change allows us to recognize chapter members who serve on national committees and knowledge teams and to share valuable information from the national level with board members and committee chairs attending the meeting or reviewing the minutes.

We currently have a significant number of chapter volunteers participating on national committees and knowledge teams, including Emergency Management, National Awards, Nominating Committee, Leadership & Management, Workforce Development, Membership Engagement, Facilities & Grounds, and Technology. Incorporating these updates not only highlights national-level opportunities but also acknowledges the important contributions our members make through their service at the national level.

Administration

This year, the Chapter also expanded its outreach through road show monthly luncheons, meeting directly with public agencies at their respective locations. This initiative strengthened relationships, increased accessibility for agencies outside the Phoenix metro area, and helped encourage broader participation in upcoming national efforts, including volunteer opportunities for PWX 2027. The chapter partnered with WTS to celebrate Women's History Month, achieving a record-setting luncheon attendance of 190 participants.

The Southern Branch continued its support of student advancement by hosting a successful Topgolf fundraiser, with proceeds dedicated to future scholarship awards. This event not only raised funds but also strengthened member engagement and visibility for the chapter.

Committees and Taskforce Development

Several of our local sponsors attended monthly meetings in person throughout the year, where they were spotlighted and provided community updates. Their participation helped maintain engagement and added value to our regular programming despite the absence of a formal volunteer recruitment survey.

Education and Special Events

To support greater involvement, we strategically scheduled the PWI session during the same week as our monthly luncheon. This timing allows attendees to participate in both events more easily, strengthening engagement, improving continuity between training and chapter activities, and creating additional opportunities for networking and professional connection.

Community Service and Outreach

Our Membership Engagement Group organized multiple outreach events supporting STEM education and public works career awareness at elementary schools, college career fairs, and community programs. Notably, we partnered with the aviation-focused SOAR STEM program at Sky Harbor Airport, expanding our public works outreach into new and innovative avenues.

Marketing and Communication

We created a one-minute recap video of the Statewide Conference to support future promotion and outreach efforts. In addition, we produced individual LinkedIn posts highlighting each award winner, helping to showcase their accomplishments and further promote the value of participation in our chapter programs.

Finance Management

Chapter and branch's identify Audit Chairs at the onset of the fiscal year to ensure that policies and procedures are being adhered to. This is helpful when bringing new officers on board who may not be familiar finance documents.

Membership Development

The Chicago Metro Chapter continues to have a very strong membership group totaling 1491 members. Each month the Membership Committee sends a welcome letter to the new members providing them with contact information for the Chapter and each Branch. This year we reached out to the IPSI graduates to get them involved with APWA. We have seen success with many of the volunteers involved with APWA being graduates of IPSI. We continue to contact the consultants and municipalities to remind them to update their membership lists. We also have seen success with our Scholarship program. Several of our scholarship recipients are now members and involved with APWA on the executive or committee level. The Membership Committee has been holding Membership “Coffee Meetings” during the year. We invite new members to a free meeting that goes over what APWA is, explain National, Chapter, and Branch levels and how they can get involved on the different committees and events. It has been successful in getting new members to be active on various committees. Specific "New Member Meetings" held on March 19 and November 7 to increase engagement of new and prospective members.

Leadership Development and Succession Planning

The chapter began a Mentorship Program in 2024, pairing interested young professionals with more experienced chapter members to engage in regular mentorship meetings. The intent of the program is for each Mentor to serve as a coach and guide for their Mentee and be committed to providing professional feedback, information sharing, support, connection, discussion, and guidance, assisting the Mentee toward a successful and fulfilling career. The program is intended to be a tool the Mentee utilizes in working toward

career success. The Mentor should work with the Mentee to stimulate professional development and growth.

Committees and Taskforce Development

Hosting PWX this year was a tall order but the Chicago Metro Chapter was up to task by assembling 400 plus volunteers for the event held August 16-20, 2025. Years of planning went into this event which was spearheaded by the PWX Committee led by Jenifer Hughes and Mike Millette. Initial meetings were held monthly in the early planning phases but accelerated to weekly and as-needed as the event approached. Being proactive in planning while sharing as much as possible with National leadership was a key to success

In addition to PWX , Our Illinois Public Service Institute (IPSI) and Roads Scholars Committees continue to grow these important service and leadership programs with additional sessions being added to IPSI to keep up with demand. These programs are a total of three years before completion and by instilling the value and benefit of APWA membership early-on we are able to retain and grow our membership.

Marketing and Communication

The chapter uses Hootsuite to help consolidate social media sites and send communications simultaneously to LinkedIn, Facebook, Instagram, and X (formally known as Twitter). The chapter also created a telegram group where people can post questions, messages or other information. This is a work in progress and takes time to develop.

Finance Management

Last year, the Chapter implemented several operational and financial innovations to improve long-term sustainability and efficiency. The Chapter transitioned the majority of its funds into an interest-bearing checking account, allowing us to generate additional revenue on existing balances while strategically building reserves to support future hosting responsibilities for PWX. In addition, we utilized emerging AI technology to assist in developing custom Python scripts that automate and streamline recurring reporting processes. These tools have significantly reduced manual administrative work, improved consistency, and increased overall efficiency in financial and operational reporting.

Membership Development

We were fortunate to have a Colorado member chosen to be a Jennings Randolph recipient this past year. We asked Mr. Slatter to make a presentation as the keynote speaker at our Annual Chapter Conference. He presented “Vision Zero from Down Under: What Australia Is Doing to Keep Their Roads Safer Than the US” to rave reviews! This also allowed us to highlight another one of the many benefits of membership in APWA and how it can provide career growth at a global level.

Leadership Development and Succession Planning

The Chapter Administrator and Financial Administrator reviewed the positions on the Board and have evaluated how information for the officer/board positions can be improved to reflect needs of the next few years to make sure that we will function at a high level of understanding and expectation.

Administration

The Chapter strives to maintain administrative practices that support operational efficiency and member satisfaction. The Chapter and Financial Administrators meet monthly to discuss the current status of events and all Chapter activities. This ongoing

analysis provides a more streamlined approach and allows to identify pain points and suggest improvements in a quicker, more responsive manner.

Committees and Taskforce Development

Annual review of procedures for the handbook has really helped to define committee chair, committee member, volunteer and administrator's tasks and responsibilities that allows everyone to be more efficient and productive.

The Chapter Administrator developed timelines, checkpoints and goals for each committee to help keep them on track and meet deadlines for marketing, publications and registration. These are included in committee emails and agendas and reviewed at each meeting.

Education and Special Events

The Chapter values the development of our members through various educational and training programs:
Education, Training, Credentialing and Certification Programs: Construction Inspection Conference, Spring Street Conference, State Backhoe Competition, West Slope Snow & Ice Conference, Western Snow & Ice, Conference and National Snow Roadeo, Annual Chapter Conference, Lunch & Learn Roundtable Discussion on various topics, Public Works Institute, Winter Maintenance Supervisor Certificate Workshop (offered at Western Snow & Ice Conference), Operator Training Program (offered at Western Snow & Ice Conference)

Networking/Social-Special Events: Spring Street Conference Golf Tournament, Avalanche Night, Rockies Night, Chapter Golf Tournament, Past Presidents event, West Slope Snow & Ice Golf Tournament, Annual Awards Luncheon, Young Professional Social Events, Sustainability Committee Social Events / Field Trips, Spring Street Conference Cornhole Tournament, High Line Canal Conservancy Tree Planting, West Slope Branch Meet and Greet

Community Service and Outreach

The Young Professionals group joined in on promoting the Food Bank of the Rockies drive. In the past it had just been our awards luncheon emcees that wore t-shirts with the QR code but this year all the YP's attending the Annual Chapter Conference and Awards Luncheon wore the t-shirts as well and encouraged attendees to donate to this very worthwhile organization! As they promoted this at the conference, it gave the YPs the opportunity to meet and network with many of the conference attendees.

Marketing and Communication

Our YP group had new leadership in 2025 and became more active on social media promoting not only their events but all the Chapter events and news.

Advocacy

Through our conference Call for Papers as well as evaluations, committees monitor what is occurring in the communities and can bring those forward to audiences

Finance Management

Holding a branch finance session at the annual Florida Chapter Expo. Attendance by branch treasurers and leaders is highly encouraged. Anyone with questions, or is interested in topics related to branch and chapter finance is welcome.

Currently developing a calendar highlighting important dates related to financial reporting and other treasurer duties.

Leadership Development and Succession Planning

In 2025, President Cate Thompson led a workshop to develop a comprehensive Welcome/Onboarding Packet for Chapter and Branch leaders.
-Purpose: To clarify the roles and duties of all Executive Committee members, Committee Chairs, and officers across the Chapter and its 11 branches.

In 2025, APWA FL developed a Mentorship Program. The APWA Florida Chapter Mentorship Program is a new year-long professional development initiative designed to strengthen leadership, knowledge transfer, and engagement within the public works profession. The program connects experienced public works professionals with emerging leaders, early-career practitioners, and students through structured mentor-mentee relationships. This year, the Chapter successfully matched 10 mentor-mentee pairs and launched the program with a kickoff meeting in early May, where participants were introduced to the program goals, monthly discussion topics, activities, meeting format, and expectations.

Each month, pairs receive a guided topic and practical workplace activity focused on areas such as career development, leadership, communication, networking, problem-solving, and industry trends. In addition to one-on-one mentoring, the program includes quarterly knowledge-sharing sessions for mentees to reflect on lessons learned, exchange experiences, and build peer connections across agencies and disciplines. This initiative highlights the Florida Chapter's commitment to developing the next generation of public

works professionals while fostering collaboration, professional growth, and long-term engagement within APWA.

Committees and Taskforce Development

Beginning in 2025 and continuing through 2026, President Cate Thompson established a set of core expectations and a standardized reporting form for Chapter Technical Committees. These requirements include:
-Attending Executive Committee (EC) meetings
-Submitting timely reports for EC meetings
-Submitting at least one article per quarter for the APWA FL Public Works Magazine
-Establishing contacts with the corresponding National partner committee
-Submitting a presentation proposal for the Annual APWA FL Public Works Expo
-Submitting annual budget requests
-Meeting in the Exhibit Hall during the APWA FL Annual Public Works Expo

Education and Special Events

The FL Chaper now annually includes a Cornhole Tournament during the last few hours of the Exhibit Hall to encourage attendance throughout the close of the Exhibit Hall. This event now sells out each year!!

New in 2025: APWA Florida Chapter Speakers Bureau is an innovative, app-based resource developed by the Education and Training Committee to expand access to high-quality professional development across the Chapter. The Bureau connects branch and chapter leaders with vetted subject-matter experts who can provide in-person or virtual presentations on topics such as leadership, infrastructure asset management, sustainability, emergency management, safety, operations, and other public works-related areas. The resource was created in response to branch needs for knowledgeable speakers with relevant Florida experience, while also offering a low-cost and easy-to-use solution for coordinating educational sessions. Through the app, leaders can browse topic categories, review speaker bios and expertise, confirm branch details, and submit presentation requests. With 12 subject-matter experts already included and the list continuing to grow, the Speakers Bureau strengthens collaboration, supports continuing education opportunities, and helps elevate professional development throughout the Florida Chapter.

New in 2025: FL Chapter Engineering, Innovation, and Technology Seminar
This is a separate event from the Annual Public Works Expo and will be held annually with CEUs provided through APWA. It is an all day event filled with innovative topics and a great

lunch provided by sponsors. Topics from 2025 are below:
SPEAKERS AND LEARNING OBJECTIVES
-City of Orlando Advanced Air Mobility Plan
-Smart Stormwater Infrastructure Will Improve Florida Communities
-CFX Inductive Vehicle Charging Pilot Program SR 516
-COAS Case Study with Causeway One.network
-Understanding Diverging Diamond Interchanges
-Innovative_Resilient Bridge Rehab Project
-Smart Traffic Sign_Connected Wise
-Infotech – From Silos to Workflows
-Misc_Structures_Ardurra_Audience
-SODA TOP (Nabil 01.27.2025) EOC

Marketing and Communication

The Chapter Newsletter continues to be a cornerstone of our organization, providing key benefits:
-Communication & Promotion: It actively promotes Public Works and fosters member engagement.
-Financial Growth: It serves as a lucrative revenue driver, bringing in nearly $15,000!

Additionally, the Marketing Committee is actively developing a new FL Chapter Marketing Plan, which remains in progress.

Advocacy

In 2025, President Cate Thompson spearheaded a major initiative to help file a companion bill for Representative Woodson's Recognition of Public Works Employees as First Responders Bill. To secure a sponsor, APWA FL members with members of FACERS (Florida Association of County Engineers and Road Superintendents), traveled to Tallahassee equipped with an impressive, member-sourced booklet highlighting photos and real-life examples of Florida public works employees in action.

Committees and Taskforce Development

We have begun new quarterly YP meetings trying to bring the young professionals together more often. We are trying both in person and virtual meetings to give our young professionals a chance to meet and network.

Education and Special Events

Our Certified Public Works Management certificate educational program would be of value to most any Chapter. The program is taught by Public Works professionals, and offers education and training in 6 different managerial areas of Public Works and is very popular within the Georgia Chapter.

Marketing and Communication

The Georgia Reporter magazine is a good way to promote and inform members and non member alike about the Chapter, people within the Chapter, and upcoming events. Not only does it promote the Chapter, it generates additional income for the Chapter.

Marketing and Communication

The Iowa Chapter partnered with RAYGUN to develop unique T-shirts based on ideas submitted by chapter members.

Finance Management

An innovative and/or beneficial method of keeping our chapter membership aware of our financial position is that our treasurer present financial updates to those members attend our Spring and Fall Conference each year. We also use online and app based financial payment methos such as Venmo and Square to make more convenient for our membership to pay for chapter events, as well as disturbing our scholarship awards.

Leadership Development and Succession Planning

The Equipment Roadeo was held during our spring conference, with the attendees able to attend any part of the sessions they choose in addition to participating in the competition. This was intentional in trying to get more interest from more front-line public works staff into our organization

Administration

In 2024, we started taking of the Microsoft 365 accounts for each APWA chapter. We have continued to expand the use of the 365 account with creating areas to store files that have been historically passed on to new board members via email. We also take full advantage of our membership reporting and event registration licenses.

Education and Special Event

We have partnered with other agencies and organization when our goals and interest align. We have partnered with Kansas LTAP, KDOT and LGN to successfully expand our reach across Kansas.

Community Service and Outreach

We ask chapter board members to come up with new idea each year for a community service project and promote those event that are already happening with the communities of our chapter members.

AMERICAN PUBLIC WORKS ASSOCIATION

APWA

Kansas City Metro Chapter

Membership Development

We have initiated a targeted recruitment program to help the Chapter membership increase of the past year. We also provide a Member Welcome Package for new members, which includes a welcome email, including a customized welcome, chapter information, and a link to our Chapter history "Service in the Heartland" on our website, to all new members welcoming them to the chapter and also inviting them to join one of the various committees. Names of new members are also published in the chapter PubNews newsletter. Also, we have an active mentoring program where Chapter members are encouraged to reach out to Past Presidents for guidance and help on various mentoring needs. Additionally, our Membership Committee works with local public agencies to express the value of membership in APWA.

Administration

It has been successful connecting communities, consultants and contractors to come together to put together the award nominations. Additionally, the use of cloud based programs (Google Drive), has made coordinating the reviews of all nominations streamlined and more manageable.

Committees and Taskforce Development

Facilitate the annual planning workshop that provides the platform for committee chairs to discuss their passion for their committee and the purpose and goals of each committee. Additionally, utilize emails, newsletters, social media, etc… to celebrate those committees when they do something worthy of recognition. This recognition will help draw in membership activity to those committees and help maintain an active and vibrant committee structure and engagement.

Education and Special Events

Utilize all your connections and other organizations to promote education. Teaming with WTS, ASCE, ITE, SAME, etc… can be a great way to provide educational opportunities while encouraging networking throughout several organizations.

Community Service and Outreach

Most major metropolitan areas have community resources such as Harvesters, Ronald McDonald house or others that are in constant need for volunteers. Constant and early communication on these events are key to ensure participation. Also, it is worthwhile to partner with other professional organizations such as Women in Transportation Seminar (WTS), or ASCE or ITE to gather more volunteers and comradeship.

Additionally, we completed a region-wide initiative to revise our APWA 5600 specifications. This project needed to balance the needs of both large and small communities to ensure that storm water is managed in a common sense, equitable manner. By soliciting public opinion to all member agencies (private and public), we helped create consensus through several rounds of comment resolutions with our member agencies. This was completed through several rounds of outreach and comment resolution working sessions to build acceptance and culminated with approval by the Chapter in December 2025.

Marketing and Communication

Having a committee of Executive Board Members being administrators instead of a single person can help efficiencies when updating social media, websites, etc.

Advocacy

Utilization of an outside consultant/advocacy group provides a special insight into legislative issues and really provides the membership a great perspective on where elected officials stand on items critical to Public Works' success.



Finance Management

Source-and-use tracking supports financial transparency by monitoring expenses tied to annual conference registration fees. This insight informs sponsorship strategies to minimize the use of chapter funds. Moving forward, the use of this tool could demonstrate the chapter's proactive commitment to training and Board participation in APWA-sponsored conferences and events if utilized to track activities in this area.

Membership Development

The chapter has emphasized flexible participation opportunities through a combination of in-person and virtual meetings, helping improve accessibility across Kentucky's geographically diverse membership base. Kentucky APWA has also expanded outreach beyond traditional public works agencies by strengthening partnerships with universities, leadership academies, LTAP programs, and private industry organizations to increase awareness of public works careers and APWA membership opportunities. The chapter places significant emphasis on leadership development, mentorship, and succession planning by encouraging participation in committees, accreditation initiatives, and programs such as the Emerging Leaders Academy. Additionally, expanded digital communication efforts have significantly improved visibility and engagement across the Commonwealth.

Leadership Development and Succession Planning

The Kentucky Chapter of the American Public Works Association has developed several innovative leadership and engagement strategies designed to maximize participation, mentorship, and organizational continuity within a geographically diverse state and relatively small membership base.

One of the chapter's strongest initiatives is its relationship-based leadership development approach. Rather than relying solely on formal mentorship assignments, Kentucky APWA encourages young professionals and emerging leaders to participate alongside experienced members at conferences, committee meetings, networking events, and chapter activities to develop natural mentorship relationships and long-term engagement.

The chapter also prioritizes accessibility and statewide inclusion by rotating meeting locations throughout Kentucky and offering flexible participation opportunities. This approach has increased participation from smaller and rural agencies while reducing travel burdens and financial barriers associated with attendance.

Kentucky APWA further strengthens continuity through an active Past Presidents Advisory culture, structured onboarding procedures, leadership transition binders, and formal officer transition meetings. The chapter also intentionally integrates advocacy, workforce development, emergency management awareness, student outreach, and membership growth into a unified strategy that increases visibility for both APWA and the public works profession statewide.

Administration

One of the chapter's most successful initiatives is its rotating statewide meeting model. By alternating between virtual meetings and in-person meetings hosted throughout different regions of Kentucky, the chapter has improved participation opportunities for smaller and rural agencies while reducing travel burdens and increasing in-person engagement. Meetings are frequently paired with technical tours, educational opportunities, and site visits that highlight projects and operations across the Commonwealth.

The chapter has also modernized its awards structure by aligning many chapter award categories with APWA National recognition programs. This initiative has already generated increased excitement and participation among agencies and professionals preparing for future award submissions. At the same time, Kentucky APWA intentionally retained several unique chapter awards to ensure recognition opportunities remain meaningful and accessible for professionals serving agencies of all sizes.

Committees and Taskforce Development

The Kentucky Chapter of the American Public Works Association has implemented several innovative committee development practices focused on leadership accessibility, statewide collaboration, volunteer ownership, and relationship-driven engagement.

Kentucky APWA intentionally uses committees as leadership development pipelines by encouraging newer members and young professionals to become actively involved early in their APWA experience. The chapter's committee culture emphasizes accessibility, mentorship, and volunteer ownership, creating opportunities for members to develop leadership skills through meaningful participation rather than solely through formal titles.

The chapter also places strong emphasis on cross-committee collaboration and integrating educational opportunities directly into committee activities. Technical tours, site visits, Lunch ‘n’ Learn sessions, and statewide networking opportunities are frequently paired with meetings and committee initiatives throughout different regions of Kentucky.

One of the chapter’s most successful recent examples was the work of the PACE Award Committee, which helped the Kentucky Chapter earn its first-ever Presidential Award for Chapter Excellence (PACE). This accomplishment generated significant excitement and increased engagement throughout the chapter while reinforcing the value of volunteer leadership and committee participation.

Education and Special Events

One of the chapter’s strongest innovations is its intentional integration of technical tours, operational site visits, and real-world infrastructure experiences into educational programming and chapter meetings. Rather than relying solely on traditional classroom presentations, Kentucky APWA regularly incorporates behind-the-scenes facility access, equipment demonstrations, field-based learning opportunities, and Lunch ‘n’ Learn sessions into chapter events across the Commonwealth.

The chapter also emphasizes geographic accessibility by rotating meetings and educational opportunities throughout Kentucky, helping improve participation from smaller and rural agencies while reducing travel burdens for members. Networking opportunities are intentionally woven into nearly all events to strengthen collaboration, mentorship, and professional relationships across agencies and regions.

Kentucky APWA has additionally expanded workforce development opportunities through its growing Road-eo and equipment programs by strengthening connections between branch-level events, statewide competitions, and regional participation opportunities for maintenance and operations professionals.

Community Service and Outreach

One of the chapter’s strongest outreach strategies is its emphasis on interactive and experiential public education. Programs such as Touch-a-Truck events, school outreach activities, and youth environmental education efforts provide hands-on learning opportunities that help students, families, and community members better understand infrastructure systems, environmental protection, and the essential services provided by public works professionals.

Kentucky APWA also emphasizes collaborative environmental stewardship through partnerships with local governments, schools, nonprofits, and environmental organizations. Programs such as Trash for Cash, annual clean-up events, hazardous waste collection events, and the Annual River Sweep help improve communities while simultaneously increasing public awareness and civic engagement.

The chapter intentionally integrates community service and environmental stewardship into its broader goals involving workforce development, advocacy, public awareness, and professional pride within the public works profession.

Marketing and Communication

One of the chapter's strongest initiatives has been the expansion of its digital communication strategy through Facebook and online outreach efforts. Kentucky APWA has intentionally shifted toward more people-focused and relationship-driven communication by highlighting member accomplishments, operator recognition, agency achievements, educational experiences, and public works success stories throughout the Commonwealth.

The chapter has also developed a highly successful statewide National Public Works Week proclamation campaign that uses proclamations not simply as ceremonial recognition, but as tools for advocacy, workforce awareness, relationship-building, and increased visibility for the profession. These efforts have helped strengthen connections with local governments, elected officials, agencies, and community stakeholders across Kentucky.

Kentucky APWA additionally emphasizes experiential public awareness through Touch-a-Truck events, technical tours, educational outreach, and community engagement opportunities that allow the public to directly interact with public works professionals, infrastructure systems, and equipment in meaningful and memorable ways.

Advocacy

One of the chapter's most successful advocacy initiatives has been its statewide National Public Works Week proclamation campaign. Kentucky APWA intentionally uses proclamations not simply as ceremonial recognitions, but as opportunities to educate elected officials, strengthen relationships, increase workforce awareness, and elevate visibility for the profession. These efforts resulted in nearly 40 proclamations ranging from small rural communities to statewide recognition from the Governor of Kentucky and the Kentucky Senate.

Kentucky APWA has also integrated emergency management and public safety messaging directly into its advocacy strategy by highlighting the real-world role public works professionals serve during disasters, severe weather events, infrastructure emergencies, and long-term recovery operations. Public works teams across Kentucky routinely deploy personnel and resources both within the Commonwealth and to neighboring states during times of crisis, reinforcing the profession's critical role in community resilience and emergency response.

The chapter additionally emphasizes relationship-driven advocacy through technical tours, Touch-a-Truck events, educational outreach, facility visits, and direct engagement with legislators, agencies, and community stakeholders. Kentucky APWA believes advocacy is ultimately about ensuring the people who quietly keep communities functioning are no longer invisible.

Membership Development

The Minnesota Chapter Young Professionals Committee launched a Chapter mentoring program that pairs experienced professionals with emerging leaders across the Chapter. The program is designed to support the development of young professionals and prepare them for leadership roles within their organizations and the Chapter.
Mentors and mentees are encouraged to meet three to five times throughout the year, with the program culminating in an end-of-year celebration. Feedback on this new initiative has been overwhelmingly positive, with participants highlighting its value in fostering professional growth and meaningful connections.

Leadership Development and Succession Planning

The Chapter Treasurer serves a one-year term combined with the Secretary role; however, the individual elected to this position advances through a structured leadership progression, continuing on to serve as Vice President, President, and Past President. In total, this represents a four-year leadership commitment.

This defined leadership track reinforces continuity at the Executive Committee level and supports effective succession planning. It also provides a structured transition for incoming officers, allowing newly elected Treasurers to gain institutional knowledge and leadership experience over time. Throughout this progression, individuals benefit from the guidance and mentorship of current and past leaders, enabling them to quickly develop a strong understanding of Chapter finances, governance, and operating procedures.

Administration

The Minnesota Chapter has structured its local Project of the Year award submittal process to closely align with the APWA national awards program and to occur in advance of the national submission timeline. This approach allows Chapter members to prepare and refine their applications through the local nomination process, requiring only minimal updates prior to submission at the national level. As a result, the Chapter is able to

encourage and support increased participation in the APWA national Project of the Year awards program.

Committees and Taskforce Development

The MN Chapter's Young Professionals (YP) Committee has launched a year-long mentorship program designed to foster meaningful connections between young professionals and experienced members. The program aims to help participants expand their professional networks, explore diverse areas within public works, and build collaborative, mentor-driven relationships.
Mentees take an active role in guiding the experience by scheduling three to five meetings, setting agendas, and participating in relevant Chapter events. Mentors support this process by providing guidance, sharing expertise, and offering ongoing professional insight.

The YP Committee oversees the program by pairing mentees with appropriate mentors, providing suggested discussion topics, and organizing social and networking events to enhance engagement throughout the year.

Education and Special Events

The Chapter's Education & Training Committee developed the Executive Fellowship Program in recent years to provide advanced management and leadership training for senior-level public works professionals. This program represents a unique offering at the local level, specifically tailored to the needs of executive leaders within the public works field.

The Executive Fellowship strengthens critical leadership competencies for both current and emerging executive-level professionals. Offered biennially, the program had 15 participants for the 2025-2026 session. A key component of the program is the completion of a capstone project, which has historically focused on important topics such as infrastructure funding and awareness, as well as workforce development.
This program addresses a recognized need for more advanced training opportunities at the manager and director levels and continues to play an important role in preparing participants for executive leadership responsibilities.

Community Service and Outreach

The Minnesota Chapter demonstrates a strong commitment to community service and outreach. Many members generously contribute their time and expertise through public liaison roles, educational opportunities, and active involvement at various levels of local government.

Chapter members actively promote careers in public works by mentoring middle school students through the Future City Competition, participating in the Minneapolis Public Schools STEM Expo, attending high school career fairs, and delivering presentations to elementary, middle, and high school students throughout the year.

In January 2025, Chapter members served as volunteer judges for the Minnesota Future City Competition, an engineering education program for students in grades 6–8. The program challenges students to design and build models of floating cities set at least 100 years in the future, using primarily recycled materials.
Chapter members also contribute significant volunteer hours annually to support both local and global causes. For example, members regularly volunteer with Feed My Starving Children, helping to assemble and package meals for children in need around the world.

The Chapter organizes an annual Adopt-A-Highway initiative, maintaining a two-mile stretch of Minnesota State Highway 100.

In addition, service is incorporated into Chapter events. During the annual Spring Conference, members participate in community-focused projects. In a recent example, volunteers helped revitalize a local park in Brainerd and created tied fleece blankets for children in need.

Advocacy

The MN Chapter budget now includes dedicated funding to support a paid lobbyist to assist in advancing public works infrastructure priorities at the state level. In addition, the Chapter has historically contributed financial support to partner organizations to strengthen coordinated lobbying and advocacy efforts on behalf of public works interests.

Finance Management

The Missouri Chapter utilizes the American Public Works Association New Treasurer 101, Financial FAQ's for Chapters/Branches and the St. Louis Branch of APWA has a document "New Treasurer 101, Financial FAQ's" document that is shared with new treasurer's. These documents are very helpful in transition of new treasurers from year to year.

Further, the Missouri Chapter Treasurer is a board position that rotates each year as executive board members graduate from secretary (junior treasure), treasurer, vice president, president, and past president. Therefore, the active treasurer has the executive board team to assist with any questions or concerns.

Membership Development

Missouri Chapter scholarship students receive our monthly newsletter and can attend our Branch Luncheons for free. Furthermore, most agencies have summer interns so the Chapter welcomes and acknowledges interns with a free lunch at the Branch July Luncheon. The Chapter also decided in 2025 to sponsor a young professional to go to PWX for the YP Summit.

Leadership Development and Succession Planning

Directors and Committee Chairs are encouraged to find assistants and committee members to mentor for future positions.

Administration

Remove branch fees as members may see a double charge of services between the Branch and Chapter. Have the Chapter and Branch work together to fill in funding gaps. Insure leadership around the state are working with the chapter treasurer.

Committees and Taskforce Development

Our Chapter Leadership Team has consolidated responsibilities of the Chapter and Branch Committees to eliminate overlapping of duties and efforts. The committee structure aligns our efforts across Chapter, Branch and out-state led activities.

Education and Special Events

The Chapter Board approved an increased stipend from $500 to $1000 to Roadeo Competition winners to attend the Roadeo at PWX. Stipend was increased to further promote PWX attendance as travel costs continue to rise.

The chapter board has put an emphasis on conferences providing an special experience for members to network. This means activities should be hosted at popular or new developments in the area like a local aquarium tour, or new entertainment district that members would not have experienced if not included with the conference programming. At PWX in Chicago, this was on display! Vice President, Mike Teel, was able to procure a Wrigley Roof Top Experience for the Missouri Chapter Dinner. This provided an unforgettable night. Chapter Dinner attendance doubled from normal years. Through these events, our members see the value of their membership and in return the board believes participation will follow.

The Chapter commissioned its very own challenge coin to help acknowledge outstanding achievement, leadership, and service for the Chapter and APWA as a whole. Tod Fagan, Alternate Delegate, led this effort. At our fall conference, members who received chapter awards and speakers received these challenge coins. This new initiative was well received and provides the chapter another tool to promote excellence.

Community Service and Outreach

Partnering with a non - Profit agency to benefit underserved communities. APWA members have been blessed with talent and profits to enhance the community.

Marketing and Communication

The Missouri Chapter collaborates with other professional societies (see list under "A" in this section) to spread the value of public works professionals through combined conferences, luncheons, happy hours, or other networking opportunities. In addition, the chapter collaborates with the Missouri Municipal League (MML). MML provides Missouri legislative updates and alerts. Our chapter monitors these alerts alongside information garnered from chapter members via their community or agency lobby efforts.

Advocacy

The Missouri Chapter provides $200 for each public agency to use to purchase NPWW items (.ie NPWW Poster) and coloring books, tattoos and other items to provide to the public during touch a truck events or other public outreach events. The chapter also put more emphasis on targeting field staff through training and roadeo events.

Finance Management

The Chapter maintains strong financial oversight by providing the Board with the following reports at each Board meeting:
1)Financial summaries for all meetings conducted
2)Meeting payment tracking reports
3)Current check register reports
4)Budget-related documents, including annual budgets and Statements of Activities

In addition, the Chapter follows established financial control practices to support accountability and compliance. These include annual distribution of the Policy and Procedures (Audit) Checklist to the Board, review of all contracts by National prior to execution, dual-signature controls for checks payable to the Treasurer, and completion of monthly bank reconciliations.

Membership Development

The Monterey Bay Chapter serves a largely rural region, with members located throughout the tri-county area. To encourage broader participation and accessibility, the Chapter rotates the location of its General Meetings among communities within the region. This approach has proven effective in increasing member attendance and engagement by making meetings more convenient for agencies and professionals across the area.

For example, the March General Meeting is traditionally hosted by either the City of Santa Cruz or the County of Santa Cruz. For many employees within these agencies, this meeting serves as their primary opportunity each year to participate in Chapter activities and connect with fellow APWA members.

The Chapter also strengthens community and student engagement through its annual Awards Ceremony, which is hosted at a local community college with a strong STEM program. The event typically welcomes approximately 15 STEM students, providing them

with valuable networking opportunities and exposure to public works professionals. As part of the ceremony, the Chapter proudly awards two scholarship grants to community college students in support of their educational and career goals.

Leadership Development and Succession Planning

The Monterey Bay Chapter actively encourages members to take on greater leadership roles by inviting participation on the Board and Board committees. These opportunities allow members to become more involved in Chapter operations while developing leadership skills and professional connections. Positions such as Director-at-Large provide an excellent introduction to Chapter leadership, allowing members to observe Board activities and gain experience before pursuing additional leadership roles along the succession path from Secretary to Vice President, President, and Past President.

The Chapter also values the continued involvement of past officers, encouraging them to remain engaged as Directors-at-Large or advisors who can provide mentorship, institutional knowledge, professional connections, and historical perspective. This collaborative approach supports leadership development while strengthening continuity and succession planning within the organization.

In support of these efforts, the Chapter has periodically reviewed and updated its Policy and Procedures Manual to ensure that governance practices remain current, effective, and aligned with the Chapter's long-term goals.

Innovation within our Chapter is more than simply introducing new ideas—it is about creating energy, enthusiasm, and meaningful engagement in public works. We strive to transform everyday public works activities into experiences that are inspiring, collaborative, and rewarding. By fostering a culture that combines service, leadership, and enjoyment, we create an environment where members are motivated to participate, contribute, and grow professionally.

Administration

The Monterey Bay Chapter has utilized cloud based data storing as we continue to utilize google drive to store, share, and save relevant documents for the chapter. It includes items such as meeting agendas, minutes, presentations, and event fliers along with other relevant information. The chapter has documents dating back the past 10 years which is helpful for future directors and planning of the chapter.

Committees and Taskforce Development

Chapter Directors have strong relationships with instructors at Cabrillo Community College and Hartnell Community College. A large portion of our scholarship recipients either attend or are transferring from these community colleges to four-year colleges to complete their undergrad degrees.

The chapter supports the Engineering Abroad Program at Cabrillo College through an annual financial contribution. In addition, students from the Engineering Abroad Program make a presentation at our March General Meeting.

The Chapter keeps a matrix of committees and which board members have volunteered to steer each one.

Education and Special Events

APWA continues to be a partner with Monterey County Public Works to help coordinate and organize the County public works event hosted yearly during National Public Works Week. On May 18, 2025, several board members attended a table at a Toro County Park answering questions and providing information as well as speaking before a group of public works event attendees. In addition, our board members provided coordination with Santa Cruz County. APWA provides links to the NPWW social media toolkits and downloadable documents to support the effort.

Community Service and Outreach

One innovative aspect of the Chapter's Toy Drive Luncheon was the partnership with a local Fire Chief and the inclusion of a fire department mascot, which created a more engaging, family-friendly, and community-centered experience for attendees. This collaboration helped strengthen community partnerships while increasing event visibility and participation.

Marketing and Communication

Our quarterly newsletters have gone completely digital where we use microsoft sway. It allows us to track who is reading our content and how many "hits" the chapter gets as well as it makes for a very interactive newsletter.

Advocacy

Consider joining forces with other professional associations to leverage the work of legislative monitors or lobbyists as it pertains to monitoring legislation of interest to public works. This helps in both training of interest to those entities and being cost effective since those interests overlap.

AMERICAN PUBLIC WORKS ASSOCIATION

APWA

NEBRASKA CHAPTER

Finance Management

Our chapter has been working on changing out our old low-interest rate CD's for high-interest rate short term CD's. We have also been investigating other possible low risk investment options to help our money grow to keep the Chapter in the black, while increasing our opportunities to support our community and awareness of the good works performed by the people in public works. We have also started to reach out to our community partners for annual and specific event sponsorship.



Finance Management

The Chapter made significant advances this past Fiscal Year by contracting with an independent consultant, acting as a Chapter Administrator, to assist with Chapter administration and document control matters. The Chapter Administrator's support activities were grouped by service area and tracked against chapter priorities, giving leadership improved visibility into recurring financial and operating tasks. One of the Chapter's most significant initiatives was the development of more formalized financial procedures and transition-focused documentation. Rather than relying primarily on institutional knowledge, the Chapter began refining and formalizing SOPs in eight (8) core areas:

- Financial reporting,
- Invoice processing,
- Reimbursement workflows,
- Vendor tracking,
- Document control,
- Credit card policies,
- Year-end reporting requirements, and
- Standardized reimbursement forms.

Membership Development

The Executive Committee formed the EASE Committee. One of the items discussed in the EASE meetings is membership reports and utilizing AI to help see the differences in monthly reports and use them for membership development. The Chapter continued implementing several innovative membership-development strategies during the Fiscal Year that helped increase engagement, visibility, and participation across Nevada. One of the Chapter's most visible initiatives remains the branch-to-branch membership competition built around the "Fremont Cannon" rivalry between the Northern and Southern Branches. Regular score updates shared during luncheons and chapter meetings creates a fun, highly visible membership campaign that encourages recruitment, renewals,

and agency participation.

APWA Nevada also continued expanding its “pathway recruitment” model, which introduces prospective members to APWA through smaller, lower-pressure opportunities before encouraging deeper involvement. Technical tours, Young Professional socials, student events, volunteer activities, and networking mixers created multiple entry points for non-members to engage with the Chapter. Many participants later transitioned into committee involvement, conference support, or chapter leadership roles.

Another innovative initiative was the continuation and integration of membership development with student and Young Professional outreach. Scholarship recognition, student chapter support, fundraising for conference attendance, and public-versus-private career panels created stronger connections between APWA Nevada and future public works professionals. The Chapter also explored mentorship opportunities and outreach to university programs and local schools to strengthen the long-term membership pipeline.

The Chapter further discussed future membership automation and data-improvement strategies through the EASE Committee. Topics included improving membership reporting, reducing duplicate contacts, strengthening renewal reminders, and evaluating AI-assisted tools for communications and tracking. Although still under development, these initiatives position the Chapter for a more data-driven and sustainable membership-management system.

Leadership Development and Succession Planning

One of APWA Nevada’s most important leadership innovations during 2025 was its focus on converting institutional knowledge into repeatable systems and transition tools. Rather than relying solely on informal officer hand-offs, the chapter advanced handbook supplements, transition procedures, and role-specific guidance intended to improve continuity across leadership changes. Treasurer-focused SOPs, governance documentation, records-management discussions, and administrative workflows all contributed to a more structured leadership-transition model.

The Chapter also expanded its leadership pipeline by intentionally involving emerging leaders before vacancies occurred. Incoming treasurer support, branch-level succession discussions, and expanded Young Professional participation in governance allowed newer members to gain exposure to Chapter operations earlier in their careers. This proactive approach made leadership development more visible, accessible, and intentional.

Another innovative initiative was the Chapter's investment in leadership training at multiple levels of the organization. APWA Nevada continued funding participation in PWX, Chapter Leader Training, and national APWA activities for chapter officers and Young Professional leaders. Programs such as the "Spitfire" award and support for Young Professional branch chairs attending PWX, created opportunities for leadership growth beyond traditional officer positions.

These combined efforts created a scalable and sustainable leadership-development model that other APWA chapters could replicate to improve succession planning, strengthen volunteer engagement, and preserve organizational continuity.

Administration

One of APWA Nevada's strongest administrative innovations was the implementation of more structured Chapter Administrator task tracking and reporting. Rather than relying on generalized invoices or informal updates, administrative activities were grouped by service category and tied directly to Chapter priorities such as meetings, finance, committees, communications, and website support. This approach improved transparency and gave leadership better visibility into recurring operational needs.

The Chapter also continued standardizing meeting and document workflows. Agenda templates, reporting formats, action-item tracking, board rosters, and quarterly-report consolidation helped move the organization toward more consistent and repeatable administrative processes. Volunteer-led tasks that are often handled informally within professional organizations were increasingly treated as formal operational responsibilities with clearer ownership and accountability.

Another innovative initiative was the Chapter's scholarship award process. By building on previous years, we were able to significantly extend our outreach, resulting in a record number of scholarship applicants (24). Four scholarships were awarded, and we were able to order plaques and large checks to present them with their scholarship awards at the fall conference banquet in front of our members.

Committees and Taskforce Development

The EASE Committee developed a structured project-tracking system that identified current processes, responsible groups, recommended improvements, and implementation priorities. Topics evaluated included file sharing, chapter email continuity, SharePoint coordination, AI-assisted note taking, contact-database management,

handbook updates, membership automation, and governance support.

Another innovative initiative was the Chapter's "micro-volunteering" approach to committee recruitment. During luncheons and chapter events, members and non-members were encouraged to participate in small, manageable volunteer opportunities that required limited time commitments. This approach reduced barriers to participation and helped create a natural pathway toward larger committee and leadership roles.

The Chapter also emphasized practical technology evaluation rather than technology adoption for its own sake. Our committees' realistic solutions involved SharePoint, Dropbox, Teams Maestro, communication workflows, and administrative tracking tools that could be implemented incrementally within a volunteer-led organization.

Committee innovation was further connected to governance modernization discussions involving handbook revisions, Young Professional participation, and long-term continuity planning. As a result, committees served not only as activity groups, but also as drivers of organizational learning and Chapter improvement.

Education and Special Events

APWA Nevada's education program stood out in 2025 for its use of multiple learning formats and engagement styles rather than relying exclusively on traditional classroom-style presentations. Technical luncheons, project tours, facility visits, public-versus-private career panels, Young Professional events, and student outreach activities created more interactive and accessible learning opportunities for professionals at different career stages. We hosted sessions on engineering ethics and legal awareness of state law to comply with requirements of the Nevada State Board of Engineering and Land Surveying.

One particularly successful initiative was the use of public-versus-private career discussions designed for students and Young Professionals. These events helped participants better understand career pathways within public works while also strengthening relationships between agencies, consultants, contractors, and future professionals.

The Chapter also intentionally broadened its educational audience by integrating scholarship recipients, students, Young Professionals, maintenance staff, and non-members into educational programming and networking opportunities. This inclusive approach helped strengthen awareness of APWA while expanding participation beyond traditional chapter audiences.

The Chapter also strengthened the member experience through more visual and celebratory event elements, including scholarship presentations, anniversary recognition, enhanced photography and media sharing, and stronger sponsor visibility.

Community Service and Outreach

One of APWA Nevada's most innovative outreach strategies was the integration of community service directly into Chapter programming rather than limiting service to isolated annual activities. Volunteerism, charitable giving, and outreach were incorporated into luncheons, Young Professional activities, student engagement, and branch events throughout the year.

The Chapter also used Young Professional and student involvement as a key outreach engine. Volunteer events such as environmental cleanups, canned-food drives, and community-service activities created opportunities for emerging professionals to engage with APWA through meaningful public service while simultaneously strengthening professional relationships.

Another innovative initiative was the Chapter's integrated charitable-giving model. By incorporating charitable contributions into event registration activities and promoting fundraising alongside networking opportunities, the Chapter increased participation while also expanding support for local nonprofit organizations.

The Chapter also emphasized regional relevance when planning outreach and educational activities. Programs addressing environmental and water-management issues specific to Nevada helped connect public works education with community concerns and public awareness.

Partnership-based outreach was another strength. Collaboration with nonprofit organizations, educational institutions, public agencies, and professional organizations expanded the Chapter's reach while distributing volunteer responsibilities across multiple groups.

Marketing and Communication

APWA Nevada's most significant communication innovation was its transition toward a more coordinated, multi-platform communications system rather than isolated updates managed independently by volunteers. The Chapter emphasized stronger integration between website content, social media, newsletters, email communications, and event

promotion to improve consistency and effectiveness.

The Chapter also modernized website functionality and organization by adding new media galleries, scholarship pages, sponsor-recognition features, newsletter archives, and event photo sections. These improvements strengthened the website's value as both a communication platform and a long-term archive of chapter accomplishments. Another innovative initiative was the Chapter's increased use of analytics and workflow improvement to guide communications. APWA Nevada tracked email open rates, engagement trends, contact-list quality, and social media performance to improve outreach effectiveness and reduce communication inefficiencies.

The Chapter also redesigned communication materials to improve readability, branding consistency, and sponsor visibility. Enhanced email layouts, recurring member highlights, year-in-review content, and coordinated social media campaigns helped create a more professional and engaging communications experience.

In addition, APWA Nevada continued integrating communications into broader Chapter goals involving membership development, advocacy, scholarship recognition, Young Professional engagement, and public works awareness.

These efforts created a more strategic, visual, and data-informed communications model that other APWA chapters could adapt to strengthen engagement and organizational visibility.

Advocacy

One of APWA Nevada's most innovative advocacy initiatives was its effort to connect traditional legislative advocacy with broader public visibility for the profession. Rather than limiting advocacy to formal resolutions and legislative monitoring, the Chapter consistently emphasized messaging that positioned public works professionals as first responders and essential community-service providers.

The Chapter also developed a more structured and visible advocacy process through recurring board discussions, formal motions, assigned drafting responsibilities, and coordinated outreach related to legislative matters. This created a repeatable framework for volunteer-led advocacy and helped integrate governmental affairs more directly into chapter operations.

Another innovative initiative was the Chapter's integration of advocacy into

communication and Chapter-event programming. Public Works Week messaging, advocacy updates, social media outreach, and conference discussions were coordinated to strengthen awareness among members, agencies, elected officials, and the public.

The Chapter also continued strengthening advocacy leadership by supporting participation in Chapter Leader Training and incorporating advocacy priorities into strategic planning discussions. APWA Nevada treated advocacy as a long-term organizational priority rather than a stand-alone legislative activity.

Finance Management

Our chapter's Secretary/Treasurer is a salaried staff member of our Board. She is responsible for providing the Board of Directors with minutes of all meetings, handling event registration, handling all financial duties of the Chapter, and other tasks as required.

Additionally, the Chapter recently acquired a "Square", which allows credit card payments to be processed at meetings and events. We also shifted to web-based registration for all events (from hybrid email/fax and web registrations in prior years). Both of these technological advancements assist members and improve the member experience, while also streamlining our processing abilities and creating operational efficiencies.

Membership Development

In 2025, the New England Chapter incoming President (John Lawlor) emailed all Directors in New England Chapter states with a goal to increase the reach of the organization and encourage membership and attendance at future events. The email included recent membership data, intended to support outreach and strategic efforts to identify target communities - with a goal of achieving a 10% increase in membership.

The Chapter also recognizes that other industry organizations have strong memberships and well attended events. In an attempt to connect with attendees at those events and inform them of APWA membership benefits, New England Chapter exhibits when possible. One example of this is our exhibit booth at the Massachusetts Highway Association's New England Public Works Expo, where we were able to connect with hundreds of potential future members. In addition to having members in the booth for discussion, a handout was created to highlight members benefits, and a current membership map was used to show the Chapter's broad reach in New England.

Leadership Development and Succession Planning

The Young Professionals initiate several events throughout the year to encourage additional learning opportunities. One of these was the Young Professionals Summit held at the Chapter's annual Fall Conference. The summit featured panelists from both the public and private sectors who shared their experiences and insights across a range of topics during the morning session. The afternoon session focused on an interactive roundtable discussion between panelists and attendees, and the format and open nature of the discussion fostered true collaboration between the panelists and the attendees.

Administration

In 2024 the Chapter implemented its state awards program. Now in its second year, the program allows the Chapter to recognize Public Works Leaders, Supervisors, and Department staff, as well as a public official of the year. This program has been well received as it extends recognition beyond the "obvious" candidates and highlights the work of those that may not typically receive accolades.

Committees and Taskforce Development

In 2025, the Chapter held a special meeting to establish a formal strategic plan. One of the goals was to improve task forces and committees in three areas: structure, efficiency, coverage, and reduced redundancy. In most instances, committees were reduced to a smaller number of focused, engaged members, rather than spreading the resources/personnel thin across many initiatives. The Strategic Plan also realigned the committee structure to create more efficient communication and reporting.

Education and Special Events

New England Chapter Connects Virtual Educational Series continues to be a tremendous success with both public and private sector members. In developing each session, we review trending topics identified by American Public Works Association National, consult with industry peers, and tailor content to the issues most relevant to Public Works professionals across the region. In 2025, attendance remained strong throughout the series, a reflection of both the timeliness of the topics and the high quality of the presentations delivered by knowledgeable and engaging speakers.

Community Service and Outreach

The Chapter regularly uses Survey Monkey to obtain member input on programs, meeting locations, and other important chapter issues. With such a large geographic area served,

and representation across multiple states, we find this technology to help gather consensus and input to be an important way to remain equitable across many decisions.

Marketing and Communication

The Chapter has an active Public Works Awareness Committee. We recommend any chapter that has not established a PWAC, do so. This group has a primary goal of increasing awareness of the vital role public works professionals play in daily life, supporting community engagement efforts, and promoting public education on infrastructure initiatives.

Advocacy

The top initiative of the New England Chapter continues to be First Responders recognition, Support of First Responders who pass away on the Job, and providing death benefits to First Responders.

AMERICAN PUBLIC WORKS ASSOCIATION

APWA

New York Metropolitain Chapter

Membership Development

We have been reaching out to marketing vendors to promote our chapter within the metro area. our plan is to build the network with neighboring vendors and municipalities. social media is another addition we plan to utilize.

Leadership Development and Succession Planning

The chapter plans to continue strengthening participation among newer members and promoting involvement in APWA programs to support long-term succession planning

Committees and Taskforce Development

The chapter increased collaboration between committees to improve communication, planning, and member participation. Efforts were also made to involve newer members and young professionals in committee and leadership opportunities while using shared resources and communication templates to improve organization and consistency.

Education and Special Events

The chapter expanded the annual Roadeo to include multiple municipalities and additional equipment challenges, increasing participation and hands-on training opportunities. The SENY Branch equipment show continues to grow with strong vendor participation, creating a large regional event that combines education, demonstrations, and networking for public works professionals.

Community Service and Outreach

The chapter introduced more modern and visually engaging newsletters, flyers, and digital communications to improve member engagement and outreach. Social media use was expanded to provide timely updates, promote events and trainings, and recognize member accomplishments. Reusable communication templates and increased collaboration with

municipalities and partner organizations also helped improve consistency, participation, and resource sharing.

Advocacy

The chapter began a nationwide petition to recognize Public Works employees as First Responders. The effort has grown through outreach at chapter events, executive meetings, and relationships with neighboring municipalities, with over 300 signatures collected so far.

This has helped increase awareness of the role public works employees play during emergencies and has encouraged more member involvement in advocacy efforts

Finance Management

The Chapter and all branches use QuickBooks. The Chapter also hired Chirsty Strach from Hilltop Nonprofit Financial Solutions to assist with Financial administration.

Membership Development

One innovative initiative implemented by the New York State Chapter was the development of a membership and conference attendance “heat map” prepared using attendee data from the 2025 conference. The heat map visually identifies geographic areas throughout the chapter where conference participation and membership engagement are strong, as well as areas where attendance and representation are limited.

This tool allows chapter leadership to make more data-driven decisions regarding future conference locations, outreach efforts, and membership development strategies. By identifying underserved or underrepresented areas, the chapter can better target recruitment efforts, encourage participation from agencies and professionals in those regions, and improve overall accessibility to chapter events.

Administration

The Chapter has continued strengthening coordination between the Chapter and its branches by incorporating branch leadership directly into Chapter Board participation. This structure improves statewide communication, encourages collaboration between branches, and ensures branch perspectives are incorporated into Chapter-level planning and decision-making.

Committees and Taskforce Development

One innovative administrative initiative implemented by the New York State Chapter was the establishment of a formal Past Presidents Advisory Committee. This committee was created to provide continuity, institutional knowledge, and mentorship to current chapter leadership while also offering historical perspective on chapter operations and strategic planning. The committee has strengthened communication between past and current

leaders and has provided valuable guidance on chapter initiatives and long-term planning efforts.

Finance Management

The APWA–NC Chapter has maintained a disciplined, thoughtful approach to financial stewardship, ensuring that investments are both strategic and impactful for its members and the profession. Through careful budgeting and prioritization, the Chapter has built and sustained a robust scholarship program capable of awarding up to $59,000 annually to support professional development, leadership training, and industry engagement.

These funds are intentionally reinvested into the Chapter and its members, supporting participation in programs such as the Public Works Institute, Emerging Leaders Academy, and national conferences. By doing so, APWA–NC strengthens the knowledge base, leadership capacity, and long-term sustainability of the public works workforce.

The Chapter views these scholarships not simply as financial assistance, but as a direct investment in the future of public works, empowering individuals, enhancing organizational effectiveness, and reinforcing APWA–NC's role as a leader in advancing the profession across North Carolina.

Membership Development

The North Carolina Chapter of APWA implemented an innovative Geographic Information System (GIS) mapping initiative to enhance membership engagement and strategic outreach. By consolidating all membership data into a visual GIS map, the Chapter was able to identify both active areas and regions with little or no member representation. This data-driven approach enabled the Chapter to pinpoint inactive cities and towns, facilitating targeted outreach discussions in collaboration with the Connect Committee. This collaborative effort informed new strategies for expanding engagement and fostering statewide inclusivity.

Key Takeaways for Other Chapters:

- Data Visualization for Strategic Planning: Utilizing GIS technology to map membership provides valuable insights that can guide outreach and growth initiatives.
- Cross-Committee Collaboration: Partnering with internal committees, like the

Connect Committee, enhances the effectiveness of targeted engagement efforts.
• Focused Outreach: Identifying inactive areas allows chapters to develop tailored strategies to recruit and re-engage members, ensuring balanced representation across regions.
This initiative demonstrates how innovative use of technology and interdepartmental collaboration can drive meaningful organizational development.

Leadership Development and Succession Planning

Public Awareness/Visibility
In 2025, APWA-NC made a deliberate push to increase awareness of the public works profession beyond our traditional audiences. One of the most visible steps taken was launching a statewide National Public Works Week billboard campaign. For the first time, billboards were placed in strategic locations across North Carolina to recognize and thank public works professionals for the essential services they provide to communities every day.

The goal was to move beyond internal recognition and municipal events and put public works in front of the general public in a clear and positive way. The billboards reinforced that public works is part of everyday life, even when much of the work happens behind the scenes. The effort also generated strong engagement across the Chapter, with members and local chapters sharing billboard locations and photos, helping expand the visibility of the message statewide.

Workforce Development
Workforce development remained an important focus for APWA-NC in 2025 as agencies across the state continue to face recruitment, retention, and succession challenges. Rather than relying solely on individual training events, the Chapter began shifting toward a more intentional, long-term approach to professional development that supports leadership growth, technical skills, and career advancement across multiple disciplines. Certificate-based programming within the Solid Waste Division was highlighted as a foundational step toward broader career pathway development. These efforts demonstrated the Chapter's commitment to supporting agencies as they invest in developing their workforce and preparing future leaders.

Administration

In 2025, APWA–NC introduced formal financial support and a structured selection process for participation in the Emerging Leaders Academy, reinforcing its commitment to leadership development. The Chapter provides financial assistance to selected candidates to help offset program costs and remove barriers to participation. Candidates are nominated or apply through a competitive process that evaluates leadership potential, professional experience, and commitment to the public works profession. Final selections are made by Chapter leadership to ensure a diverse and well-rounded cohort, positioning participants to return with enhanced leadership skills that benefit their organizations and the broader APWA–NC community.

Committees and Taskforce Development

The APWA–NC Chapter continues to demonstrate an innovative and integrated approach to delivering value by strategically aligning the efforts of the Young Professionals (YP) Committee and the CONNECT Committee. Together, these groups enhance education, engagement, and professional development opportunities, ensuring the Chapter remains relevant and impactful for members as well as city and county leaders. Signature YP initiatives, including the Leadership Workshop, mentorship program, and newly launched student scholarship program, have strengthened the pipeline of future public works professionals while delivering meaningful, career-focused content that supports both early-career and emerging leaders.

The YP Committee's success is reflected in measurable outcomes, including consistent event attendance, growing membership, and expanded programming that blends education, networking, and community service. The adoption of a co-chair leadership model has further improved engagement by increasing leadership capacity, enhancing statewide coordination, and enabling more responsive and consistent program delivery. This structure has allowed the committee to expand its reach geographically while maintaining strong participation and momentum across all initiatives.

These grassroots efforts are reinforced and scaled through the CONNECT Committee, which provides a structured and strategic framework for aligning key focus areas, including Young Professionals, Sustainability, Technology, and Membership Engagement. Meeting monthly, CONNECT ensures continuity, accountability, and forward-thinking programming across the Chapter. The committee actively supports YP initiatives through mentorship and sponsorship efforts, helping to sustain and grow these high-impact programs.

In addition, CONNECT has introduced and supported innovative offerings such as a Technology Summit, virtual training opportunities, and sustainability-focused lunch-and-

learn sessions. These programs provide members with timely, relevant education that reflects evolving industry trends and emerging challenges in public works. CONNECT's focus on membership engagement, including outreach to new members, further strengthens the Chapter's ability to attract and retain a diverse and active membership base.

The combined impact of YP's grassroots engagement and CONNECT's strategic leadership has resulted in expanded educational offerings, stronger cross-committee collaboration, and increased member participation statewide. This multi-channel coordinated approach positions APWA–NC as a "best value" organization, delivering high-quality training, leadership development, and networking opportunities that are both accessible and impactful. Ultimately, this collaborative model ensures the Chapter remains innovative, responsive, and well-positioned to meet the evolving needs of public works professionals across North Carolina.

Education and Special Events

The APWA–NC Chapter remains deeply committed to strengthening workforce development by actively engaging youth and bridging the generational gap within the public works profession. Building on recent initiatives, the Chapter continues to create meaningful opportunities for students and young professionals across the state to gain exposure to rewarding career pathways in public works.

A key addition to these efforts is the newly developed Public Works Institute, which serves as a cornerstone for professional development within the Chapter. This program provides structured, high-quality education and leadership training designed to equip emerging and current professionals with the skills, knowledge, and perspective needed to succeed in an evolving industry. By offering a focused curriculum that blends technical learning with leadership development, the Institute is helping to elevate the profession and prepare participants for long-term career growth.

Recognizing that today's workforce is shaped by a fast-paced, digital environment influenced by platforms like TikTok and other social media, the Chapter is intentionally working to meet the next generation where they are. Through modern communication strategies, hands-on experiences, and real-world engagement, APWA–NC is helping spark interest and build awareness of the vital role public works plays in everyday life. Through partnerships, sponsorships, and targeted outreach efforts, the Chapter connects young individuals with industry professionals, helping them understand the impact of public works on their communities while envisioning themselves as future leaders in the

field. By combining early engagement opportunities with programs like the Public Works Institute, the Chapter is not only raising awareness but also building a strong, sustainable pipeline of skilled talent.

These continued efforts reflect a long-term commitment to cultivating a diverse, capable, and future-ready workforce prepared to meet the evolving challenges of public works across North Carolina.

Marketing and Communication

Throughout 2025, APWA-NC focused on improving communication and staying better connected across the Chapter. We increased the frequency of newsletters and chapter updates to provide members with more timely and consistent information. This allowed for more regular recognition of award recipients, scholarship winners, volunteers, and chapter leaders, while keeping members informed about conferences, initiatives, and opportunities for involvement.

We also continued to strengthen our social media presence to expand our reach and better connect with emerging professionals and prospective members. By sharing updates and stories from across North Carolina and highlighting the wide range of public works disciplines represented within the Chapter, engagement among members increased and awareness of public works efforts across the state was strengthened.

Advocacy

In 2025, APWA-NC continued to broaden how advocacy is approached. In addition to some legislative efforts, the Chapter emphasized advocacy as an ongoing responsibility that includes supporting peers, sharing best practices, and clearly communicating the essential role public works plays in community health, safety, and long-term growth. This approach strengthened APWA-NC's position as a trusted resource for members and a consistent voice for public works across the state.

Statewide Recognition and Participation

These efforts were reinforced by strong participation across North Carolina during National Public Works Week. Communities throughout the state actively recognized their public works teams, demonstrating meaningful local engagement. These activities were supported by an official gubernatorial proclamation recognizing National Public Works Week, underscoring the statewide importance of public works and reflecting the reach of APWA-NC's work in 2025.

Membership Development

Our Chapter has implemented an annual Directors Brunch each February/March inviting PW Director/City Engineers to attend and share opportunities and challenges they have with our shared work as Public Works professionals, as well as ways to improve membership in APWA. These meetings are an opportunity to directly interact with the leaders in our field and gain insight into their concerns and ideas to improve public works and APWA.

While it is not necessarily new or innovative, our YP Committee Chair has also worked to engage existing YP members, as well as potential members, by holding YP events designed to engage younger professionals by holding social events that include educational opportunities to tour interesting projects taking place within our Chapter. A recent example for this year is highlighting one of the Projects of the Year Award winners that has received lots of attention.

Leadership Development and Succession Planning

In 2025, many of our Board members began updates to the job descriptions for their positions. While we did not get to approve those various descriptions as a Chapter Board in 2025, we anticipate those will be complete in 2026.

Our Treasurer began drafting (still in progress) a "Treasurer's Desk Manuel" to be handed down through succession, to create a fluid transfer of information and job responsibilities.

Committees and Taskforce Development

We maintain an active Volunteer page on our website with committee information and a volunteer registration form, frequently updated by the Chapter Administrator.

Education and Special Events

Our Chapter Annual conference has been held every year and will be celebrating its 30th year in 2026. This conference has grown each year, with the exception of COVID in 2020, and attracts over 600 attendees over two days. We have incorporated a successful blood drive into the program, as well as a keynote speaker. In 2025 our Keynote speaker was a Dr. Rick Rigsby and his presentation was a resounding success. Each year we attract public works staff across a diverse spectrum of staff, from field maintenance personnel to PW Directors with a diverse program of presentations, demonstrations, and networking opportunities with exhibitors.

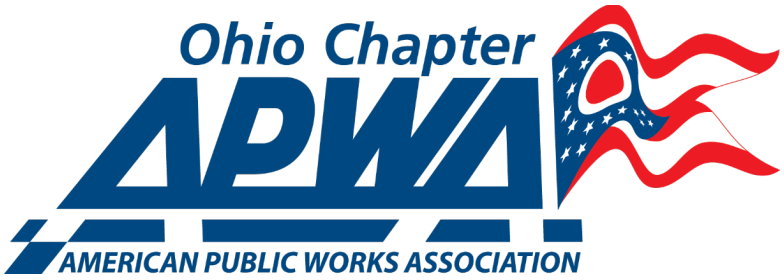
We have also committed to hosting all four modules of PWI each year, which is consistently sold out far in advance of the scheduled educational program.

Community Service and Outreach

We maintain social media accounts and regularly share QR codes at events to help new and current members to stay connected through our various social media platforms, newsletter, and website.

Advocacy

We maintain a membership with a CA advocacy group, Joubin Pakpour is our lead contact and communications between scheduled meetings.



Finance Management

Vetting the training information and having dry runs to confirm the training information is important to ensure comprehensiveness and understandability.

Education and Special Events

Ohio hosted the 2026 NASC this year. All branches focused their efforts statewide on supporting the NASC in addition to hosting the local branch events.

Marketing and Communication

The Chapter sends out email blasts on a monthly basis, annually requests National Public Works Week Proclamations and follows APWA branding.

Finance Management

One innovative strategy implemented by the NEOK Branch (Tulsa) and the OK Chapter to support chapter finance management goals has been the development of a sponsorship-focused funding model for annual Golf Tournaments. Through this approach, local public works–adjacent businesses and organizations are invited to sponsor major event expenses such as venue and food costs, while additional community partners contribute door prizes through targeted donation requests.

By offsetting operational expenses through sponsorships and donations, the chapter is able to direct a significantly larger portion of tournament proceeds toward its scholarship fund, which supports students pursuing careers in public works–related fields. This strategy improves the financial sustainability and predictability of the event while maximizing the chapter's charitable impact.

In addition to strengthening chapter finances, this model fosters stronger relationships with local industry partners and creates a repeatable, scalable framework that can be replicated by other chapters seeking cost-effective fund-raising strategies.

Membership Development

In 2025, both branches of the Oklahoma Chapter continued incorporating technical tours of local construction and public works facilities into chapter programming. Tours included the Tulsa's Veterans Hospital construction site & Midwest industrial park, Midwest City's Vegetation Management Through Goats program, and Oklahoma City's Street and Traffic Warehouse & Household Hazardous Waste Collection Center.

These tours provided hands-on professional development and networking opportunities while increasing meeting participation, attracting first-time attendees, and helping recruit

new members. This initiative has proven to be an effective strategy for member engagement and retention.

Leadership Development and Succession Planning

An innovative initiative implemented by the Oklahoma Chapter of APWA to support leadership development and succession planning is its supplemental membership discount program. When APWA National offers reduced membership fees—such as a 50% discount for new members—the Oklahoma Chapter and its NEOK Branch further reduce barriers to entry by covering the remaining 50% of the national membership cost and offering a 50% discount on chapter dues. This initiative significantly lowers the financial barrier for prospective members, making involvement in APWA more accessible to young professionals, smaller communities, students, and individuals who may not otherwise have the opportunity to participate. By expanding access and encouraging broader participation, the chapter is intentionally cultivating a larger and more diverse pipeline of future leaders. Additionally, the CentralOK Branch promotes member recruitment and engagement through a guest sponsorship initiative at monthly meetings. Members are encouraged to invite guests, and both the member's and guest's lunches are covered by the branch. This creates a welcoming environment for prospective members to experience the value of APWA networking and programming without financial pressure. Together, these initiatives have helped:

Increase membership growth and engagement
Encourage participation from emerging professionals and underrepresented groups
Introduce prospective members to chapter leadership opportunities early in their involvement
Build a stronger pipeline for future chapter and branch leadership

By focusing on accessibility, relationship-building, and intentional member growth, the Oklahoma Chapter is strengthening long-term leadership development and succession planning from the ground up. These strategies could serve as effective, replicable best practices for other APWA chapters seeking to expand and diversify future leadership participation.

Administration

One innovative administrative initiative implemented by the Oklahoma Chapter of APWA is its strong emphasis on collaboration and partnership with similar professional

organizations and industry groups. By coordinating efforts and sharing resources—such as event planning support, meeting venues, speakers, promotional tools, and conference coordination—the chapter has been able to expand its reach and improve operational efficiency without significantly increasing administrative costs. This collaborative approach has allowed the chapter and branches to:

Increase the quality and scale of programming and events
Reduce administrative workload through shared responsibilities
Expand networking opportunities for members across multiple organizations
Improve communication and outreach efforts
Maximize the value of limited chapter resources and volunteer time

In addition, these partnerships have helped strengthen relationships within the broader public works and engineering community while increasing participation in meetings, conferences, and technical events.

The Oklahoma Chapter's cooperative administrative model demonstrates how strategic partnerships can improve operational effectiveness, reduce duplication of effort, and create greater value for members. This approach could serve as a practical and replicable best practice for other APWA chapters seeking to enhance programming and administrative efficiency through collaboration.

Committees and Taskforce Development

One innovative committee development initiative implemented by the NEOK APWA Branch involved restructuring its scholarship outreach and selection process through a partnership with the Tulsa Engineering Foundation (TEF), a coalition of local engineering professional organizations and colleges.
Prior to this collaboration, the NEOK APWA Scholarship Committee faced challenges attracting a strong pool of qualified applicants. To improve outreach and increase visibility among students interested in public works careers, the branch partnered with TEF and aligned its scholarship program with TEF's established E-Week Breakfast and Career Seminar.

Through this partnership, APWA scholarship opportunities are now promoted alongside TEF scholarship offerings, significantly expanding exposure to engineering and public works students across the region. In addition, the NEOK Branch benefits from TEF's centralized scholarship application and review process, which has improved efficiency, reduced administrative workload for committee members, and strengthened the overall

quality and consistency of scholarship applicant evaluations.

This partnership model provides an innovative and highly replicable blueprint for scholarship-related committee development that could benefit other APWA chapters seeking to improve outreach, efficiency, and student engagement.

Education and Special Events

The Oklahoma APWA Chapter's annual state conference has become a premier event for continuing education and networking among public works professionals and operators across the state. Attendance increased by more than 50% from 2024 to 2025, reflecting the conference's strong value and growing statewide engagement.

A key feature of the conference is its rotating leadership and location model. Each year, the conference is organized by the Oklahoma APWA Vice President and alternates between the NEOK and Central Oklahoma regions. In partnership with the Oklahoma Water Environment Association (OWEA), this approach improves accessibility, encourages statewide participation, and provides meaningful leadership development opportunities.

Additionally, the Oklahoma APWA Chapter, NEOK Branch, and Tulsa Engineering Foundation (TEF) collaborate to organize three annual golf tournaments, sharing resources, sponsorship strategies, and event planning practices to maximize member engagement and fundraising success.
These collaborative and rotating event models provide effective, scalable strategies that could serve as best practices for other APWA chapters.

Community Service and Outreach

OK APWA members and board representatives actively support the annual Tulsa Engineering Foundation (TEF) E-Week Breakfast and Challenge—longstanding STEM outreach events that have inspired Oklahoma students for more than 30 years.

During the E-Week Challenge, APWA volunteers lead interactive STEM activities for more than 600 elementary and junior high students interested in engineering and public works. Activities include hands-on challenges such as Chemical Switches, Electric Motors, Paper Airplane competitions, Rubber Band Powered Vehicles, and Toothpick Bridges.

At the E-Week Breakfast, APWA representatives engage with educators and students by promoting public works careers, mentoring future professionals, and supporting a dedicated APWA scholarship opportunity.

This partnership-based outreach model has expanded APWA's visibility within the community while helping build an early pipeline of future public works professionals.

Marketing and Communication

This year, the NEOK Branch implemented the CentralOK Branch's successful model of creating an official branch LinkedIn profile dedicated to promoting meetings, events, outreach efforts, and industry updates. This transition reduced reliance on individual board members' personal social media accounts and created a more consistent, professional, and accessible communication platform for members and prospective members alike. The dedicated LinkedIn presence improved branding consistency, expanded event visibility, and increased engagement from professionals who may not have been directly connected to board leadership. The initiative proved successful enough that the branch is now exploring expansion onto additional platforms such as Facebook and X to further strengthen outreach and communication efforts.

By establishing centralized organization-managed social media platforms, the Oklahoma Chapter has enhanced its digital presence and improved communication with both members and the broader public works community. This scalable approach could serve as an effective model for other chapters seeking to modernize communications, increase engagement, and expand public visibility.

Advocacy

One innovative advocacy initiative by the Oklahoma APWA Chapter has been expanding engagement with Native tribes as partners in public works discussions alongside state and local municipalities. The chapter has begun inviting tribal public works officials to participate in monthly meetings and is actively pursuing Native speakers for future events.

This effort has helped strengthen relationships with tribal governments while promoting more diverse perspectives on infrastructure, sustainability, and community development. Other chapters could benefit from similar outreach efforts to create a more inclusive approach to public works advocacy.

Finance Management

We use Bank of America as recommended by APWA national. Through Bank of America we are about to implement an interest bearing checking account and apply the interest gains to "scholarships" for conference registrations to agency organizations who may not be able to afford to send as many personnel to the conferences.

Membership Development

The Oregon Chapter continues to experience good membership numbers and high participation at events including the semi-annual chapter conferences which regularly sell out and provide great opportunities for collaboration and networking. Even with these higher numbers, we have seen members retiring in recent years. In addition, a high percentage of our members are at the senior levels of their organizations and may also be looking to retire soon. In preparation for this, our membership chair is working with our Young Professionals committee chair to look at opportunities to bring and retain newer professionals into the organization not only as members, but into leadership roles. We anticipate this will serve as succession type planning to ensure our numbers remain steady as the workforce continues the natural progression from early professionals to retirees. This will support the continued health and success of our chapter. In addition, we are looking at opportunities to reach out to agencies in Oregon that have not had high participation in the past and find ways to encourage interest in, and learn the benefits of participation in the organization.

Leadership Development and Succession Planning

At their December 2025 meeting, the Oregon Chapter board voted to create and appoint an alternate for the National Chapter Delegate who will fill in for the chapter delegate when needed and will be the successor when their three-year term is complete.

Administration

The William A. Bowes Service Award is the highest chapter award given by the Oregon Chapter of APWA. Mr. Bowes was "of unique energy and drive and a formidable adversary on any issue or in any campaign". Mr. Bowes dedicated his career to making Portland, OR a better city. One Oregon APWA's first members, he helped shape the values and mission that guide the organization today. This prestigious award was established to recognize an Oregon public works leader for their far-reaching, positive impact on public works programs, services, or policies. Each year, the previous award recipient selects and bestows the honor of this award on the next deserving chapter member. Criteria include promoting chapter growth, signing up new members, participating in committee activities, and gaining public recognition of the chapter. While not a new award in 2025, the chapter believes this award is unique and may be of interest to other chapters.

Committees and Taskforce Development

The 2025 Oregon Chapter President Doug Singer started a new approach to showcase and grow our committees. Both the Spring and Fall Conferences used the luncheon on the middle day of conference for committee meetings (rather than at a breakfast). It proved to be a huge success. Not only did this approach make all conference attendees aware of the variety of committees with which they can be involved, but it brought fresh faces and ideas to each committee table. The approach also offered "cross pollination" of ideas and knowledge across different or complementary committees. A good example is the developing Work Force Development committee proved to be very popular at the Fall Conference lunch session and shortly thereafter was recognized by the board as a new standing committee.

The Ops/Engine (Operations-Engineering) Committee was established for the Oregon Chapter in 2025. Their vision is to seamlessly align and bridge the gap between operations and engineering. It includes maintenance and engineering professionals from both the public and private sectors - shaping the future of Oregon's infrastructure - together.

Education and Special Events

The Scholastic Foundation was established by the Oregon chapter in 1981 and is a publicly supported organization registered with the IRS under the provisions of Section 501c(3)and since then has awarded 363 scholarships totaling $578,200 to hundreds of students pursuing careers in public works fields, such as civil engineering, wastewater management, etc. The Scholastic Foundation awards scholarships to Oregon college students enrolled in education programs that support the next generation of public works

professionals. Memorial funds created by past public works leaders are used, in part, to fund the scholarships. The foundation program is considered a valuable investment in the future of public works in Oregon. In 2025, with an average balance of over $1 million, the Foundation partners with a professional investment firm to manage the funds.

The Chapter's use of Google documents for the submittal of abstracts for conference presentations. It is a great way to have presenters identify the primary and secondary areas of interest related to their presentation and captures their name, biography, preference of times, etc. as part of their application. Then, on the back end, the reviewers of the abstracts can sort by topic, time, etc. to ensure a balance of presentations. Using an electronic form that feeds into a database makes the selection and organization process much faster.

Relating to the NWPWI, over the past couple of years, there has been a targeted effort to increase the number and type of interactive activities with class participants. Less lecturing and more action. We find it increases the amount of engagement with the students and helps expand their teamwork skills.

Marketing and Communication

In 2025, the Oregon chapter expanded its Workforce Development task force in 2025 which aims to achieve awareness in of the public works industry and promote careers in public works. Events included participating in the ASCE Engineer's Week (E-Week) and returning to the Molalla River Schools Fair at Molalla High School in rural Clackamas County. The task force organized attracted Oregon APWA members to become involved and laid the foundation to become a recognized committee (approved in February 2026).

Advocacy

While not government advocacy, the chapter wants to grow its advocacy for public works by reaching out at schools and career fairs for all ages. In 2025, the Oregon chapter expanded its Workforce Development task force which aims to achieve awareness in of the public works industry and promote careers in public works. Events included participating in the ASCE Engineer's Week (E-Week), returning to the Molalla River Schools Fair at Molalla High School in rural Clackamas County. The task force organized interested Oregon APWA members to become involved and laid the foundation to become a recognized committee (approved in February 2026).

Finance Management

The Sacramento Chapter strengthened its financial management practices through continued implementation of a dual-treasurer leadership model consisting of a Treasurer and Assistant Treasurer.

As a highly active, volunteer-led chapter with numerous programs and events, the Chapter recognized that financial responsibilities had grown beyond what was sustainable for a single volunteer position. To improve continuity, efficiency, and long-term volunteer sustainability, responsibilities such as event financial tracking, reconciliations, reporting, audit preparation, and meeting attendance are strategically shared between the Treasurer and Assistant Treasurer.

This model has strengthened internal controls, improved operational continuity, and enhanced succession planning by creating opportunities for mentorship, training, and knowledge transfer. The Chapter believes this scalable approach could serve as a best practice for other APWA chapters seeking to improve financial sustainability and volunteer retention while maintaining strong financial oversight.

Membership Development

The Sacramento Chapter continues to implement innovative membership initiatives focused on accessibility, mentorship, and leadership development. One successful initiative is sponsorship of non-member young professionals and college students to attend monthly luncheon programs at no cost. Through the Young Professionals program, individuals are introduced to APWA networking, leadership, and career development opportunities in a low-barrier environment that has resulted in increased participation and membership interest.

In July 2025, the Chapter launched the GOAL (Growth, Outreach, Access, and Leadership) Committee, integrating outreach, mentorship, and professional development into a coordinated program. GOAL focuses on expanding awareness of public works careers

while supporting members at all career stages through mentorship pairings, networking events, resume workshops, mock interviews, and leadership development opportunities.

The Chapter believes this integrated and scalable approach provides a transferable model for other APWA chapters seeking to strengthen recruitment, engagement, and long-term membership retention.

Leadership Development and Succession Planning

The Sacramento Chapter continues to strengthen leadership development through innovative and intentional succession planning strategies designed to create a deep and sustainable leadership pipeline.

A key initiative in 2025 was expansion of leadership opportunities through creation of the GOAL and Operations & Maintenance Committees. These committees broaden member engagement opportunities and provide additional pathways for leadership involvement, particularly for emerging professionals and operational staff who may not have traditionally participated in Chapter leadership.

The Chapter also formalized its “deep bench” succession planning model through overlapping leadership roles and extended transition periods. Structures such as Treasurer/Assistant Treasurer and Delegate/Alternate Delegate provide real-time mentoring, operational continuity, and hands-on leadership training before full role assumption.

In addition, the Chapter promotes a multi-year leadership progression model that encourages members to first serve in committee and director roles prior to advancing into executive leadership positions. This intentional approach strengthens institutional knowledge, leadership readiness, and long-term organizational stability while creating a scalable model that can be shared with other APWA chapters.

Administration

The Chapter has implemented several innovative administrative practices to improve efficiency, transparency, and continuity.

A key advancement is the transition to centralized digital records management using APWA National’s OneDrive platform, consolidating governance documents, financial records, and historical archives to strengthen institutional knowledge and leadership continuity.

The Chapter also expanded committee-based administration by increasing the operational role of committees such as Communications, Membership, Young Professionals, GOAL (Growth, Outreach, Access, and Leadership), and Operations & Maintenance. This structure improves workload distribution, increases member engagement, and strengthens succession readiness.

Administrative communications have been enhanced through coordinated use of newsletters, Constant Contact, and digital outreach, providing more consistent messaging and timely member updates.

Structured coordination with the Shasta-Cascade Branch further strengthens regional alignment and ensures consistent application of Chapter goals, policies, and administrative practices.

Committees and Taskforce Development

The Sacramento Chapter continues to implement innovative committee structures that expand participation, strengthen coordination, and improve member engagement.
In 2025, the Chapter expanded its framework with the GOAL and Operations & Maintenance Committees. GOAL integrates outreach, mentorship, and leadership development into a unified structure, while O&M expands engagement for operations-focused professionals. These additions broaden participation and strengthen the Chapter's leadership pipeline across disciplines.

A key innovation is the intentional collaboration between the GOAL and Young Professionals Committees, aligning mentorship, student outreach, and career development efforts. This coordinated model reduces duplication while improving engagement and continuity for early-career members.

The Chapter also strengthened cross-sector engagement through its partnership with the Maintenance Superintendents Association for the Equipment ROADEO and Safety Training event, creating a replicable model for integrating engineering, operations, and maintenance communities.

In addition, the Communications Committee has evolved into a centralized administrative function managing newsletters, social media, website content, and event promotion. This has improved messaging consistency, increased outreach frequency, and significantly enhanced member awareness and participation.

Collectively, these initiatives demonstrate a scalable and integrated committee model that improves engagement, strengthens collaboration, and supports long-term leadership development within the Chapter.

Education and Special Events

The Chapter demonstrates creativity and innovation through expanded partnerships, diversified programming formats, and inclusive engagement strategies.

A key innovation is the partnership with MSA for the Equipment ROADEO, which broadened participation to operations and maintenance staff and strengthened cross-disciplinary engagement. The integration of Young Professionals (YP) and GOAL (Growth, Outreach, Access, and Leadership) Committees has created a coordinated pipeline for mentorship, career development, and leadership growth.

The Chapter also leverages enhanced communications strategies through newsletters, social media, and digital platforms, significantly improving event visibility and participation.

Regional collaboration through the Shasta-Cascade Branch extends programming reach, including educational events, scholarship-focused fundraising, and networking activities, further strengthening statewide engagement.

Collectively, these initiatives demonstrate an innovative, accessible, and impactful approach to education and special events that advances the public works profession and delivers value to members and the broader community.

Community Service and Outreach

The Chapter demonstrates innovation by integrating philanthropy, workforce development, and member engagement into coordinated and sustainable outreach models.
A key innovation is the long-term funding strategy for the EEF, which balances annual grant distributions with preservation of principal. This ensures sustained educational impact while maintaining financial stability, creating a replicable model for other chapters.

The Chapter has strengthened its approach to hands-on service through the YP holiday giving initiative, which combines fundraising, volunteer shopping, gift wrapping, and direct delivery to community organizations such as the Sacramento Children's Home. This integrated model increases participation while delivering meaningful, direct community

impact.

The Chapter is expanding intentional partnerships with local service organizations to create more consistent and ongoing volunteer opportunities, shifting from isolated events to sustained engagement. Collectively, these initiatives reflect a scalable and strategic approach to community service that strengthens member involvement while maximizing long-term community impact.

Marketing and Communication

The Chapter implemented an innovative and scalable communications model through the expansion of a dedicated Communications Committee responsible for coordinating newsletters, website management, social media, and event promotion. This centralized structure improves continuity, distributes workload, and creates a sustainable communications framework that can be replicated by other chapters.

A key innovation has been the development of an integrated communications strategy aligning email, website, and social media platforms through coordinated messaging and branding. The Chapter also enhanced its website by bringing management in-house and expanding region-specific content, improving accessibility and responsiveness.

Social media outreach was further strengthened through short-form video content, including member spotlights and campaigns recognizing Women's History Month and National Public Works Week. These efforts increased engagement and promoted public awareness of the public works profession in a more interactive format.

The Chapter's coordinated and team-based approach has resulted in increased event participation, improved communication consistency, and stronger member awareness, providing a replicable model for modernizing Chapter communications and outreach.

Advocacy

The Chapter continues to strengthen advocacy efforts through regional collaboration and a shared investment model supporting coordinated public works advocacy throughout California.

Building on a 2024 Board decision to increase Chapter dues for advocacy support, the Chapter participates in funding a shared Region VIII advocacy representative in partnership with other California APWA chapters. This collaborative approach provides access to

dedicated advocacy expertise while distributing costs among participating chapters, creating a scalable and cost-effective model for regional advocacy support.

The Chapter's Advocacy Committee Chair actively participates in regional coordination calls and communicates legislative updates to the Board and membership, ensuring timely awareness of emerging policy issues and alignment across regional priorities.

The Chapter's collaborative advocacy approach is further reinforced through joint legislative engagement activities with ASCE Region 9 and ACEC-CA Sierra Chapter, including Legislative Visit Day and coordinated policy discussions. This unified model strengthens the public works voice while maximizing regional influence and resource efficiency.

Collectively, these efforts demonstrate an innovative and sustainable advocacy framework that can serve as a replicable best practice for other APWA chapters seeking to strengthen legislative engagement through collaboration and shared resources.

Finance Management

In 2025, our treasurer worked with APWA National to transition the chapter's banking account from a local small business structure to the National banking platform. The change simplified future board transitions and signature updates, enhanced oversight and accountability, and ensured stronger operational continuity with APWA leadership.

Membership Development

On Feb. 11, the International Committee worked with the The Technological University of Tijuana and university faculty to organize a binational tour of the City of San Diego's "Pure Water" Facility with Tijuana engineering students. The tour started with a bilingual briefing and Eng/Spa handouts and culminated with an in-depth look at the world class facility under construction. Students toured the lab facilities and advanced osmosis technology.

Leadership Development and Succession Planning

The Chapter embarked on developing a "Chapter Handbook" based on the Nevada Chapter's sample with a searchable Table of Contents combining all of the important information from our Google drive and historical files into an easily accessible living online document aimed at assisting new leadership.

Administration

To honor this outstanding recognition, we released the third episode of our Inside Infrastructure Podcast filmed on location at the Balboa Park Botanical Building and featuring dramatic drone footage of the building's interior and exterior architectural elements.

In 2025, we were notified that Paz Gomez received this highly esteemed national recognition and celebratory events were held in conjunction with APWA National President Vic Bianes at the City of Carlsbad's Public Works offices where Paz was presented with a Proclamation from Congressman Juan Vargas' office.

Our Chapter embraces our history as a 72 year old chapter. We created a Historical Folder in our shared Google drive where we maintain a MS Word doc listing important dates/events for future board reference and where new facts and figures can be tracked. Chapter delegate Kevin Gibson, alternate Carmen Kasner, and past presidents Paz Gomez and Vic Bianes continuously advise the Board of Directors on chapter precedent and history, guiding current decisions based on known facts and research.

Committees and Taskforce Development: Innovative Ideas

Our Chapter maintains a spreadsheet of committees, members, responsibilities, liaisons, and we have a Committee tab on the Chapter's website. We also highlight a Committee of the Month at our monthly luncheons when time allows. We regularly host volunteer interest tables at events and provide QR Code signage on tables at our monthly luncheons to provide guests easy access to our websites, committees, volunteer opportunities, and events.

The Stormwater Committee implemented an innovative idea by creating an online member poll survey for the re-launch to learn what programs and services resonated with our members. We also created a 2025 Committee Information Flyer that highlights each committee, contacts, and provides info on what they do.

Education and Special Events

PWI is an innovative way for APWA to engage with the Department of Transportation. Module 2 was held on 10/7, 10/14, 10/21/25 with a 27 class size. Students who complete all four modules earn a Certification in Public Works Management. Participants receive a free one-year APWA membership included with their registration fee.

Linda Vista Innovation Center Partnership (LVIC) / San Diego County County Office of Education (SDCOE): We are so excited to partner with the SDCOE Linda Vista Innovation Center (elementary through high school age students) that creates an environment where students can explore, create, and learn through hands-on interactive educational experiences. Our chapter sponsored a two-year partnership of $20,000 to build out a public works technical lab with the other Public Works partners – San Diego County Water Authority, SDG&E, and San Diego Optometric Society. This includes a specialized curriculum for career awareness, job category cards, etc. LVIC's six innovation labs simulate work environments for students to learn and apply real-world skills in industries such as public works which are vital to the future of our regional economy. They offer a variety of opportunities for students and educators to learn at the Linda Vista Innovation Center, including one-day labs, innovation academies, and professional learning.

Community Service and Outreach

Summer Social Committee:
Our Summer Social Committee is a stand alone planning effort bringing a large cadre of volunteers together for the July 2025 Summer Social networking event - the largest Architectural, Engineering, Construction public works networking event in San Diego with over 350 in attendance. Company teams show team spirit and compete at cornhole tournaments. The Liberty Station grass fields provide a spectacular backdrop to San Diego's bayfront. The day brings together games, networking, tacos and libations with the support of sponsors, players and more!

Stormwater Committee:
The Stormwater Committee planned their relaunch with a strategic approach. They developed and shared an online poll to learn how members want to engage and what members want to learn. They also developed a new committee logo in collaboration with National. Their first seminar is scheduled for spring 2026.

Sustainability Committee:
The Sustainability Committee also planned for a relaunch of their committee and worked with National to develop a new committee logo. They also created a new Linkedin APWA Sustainability Group and on 9/25 they held their first meeting with a presentation and tour of the City of San Diego's historical Balboa Park Botanical Building Tour followed by a happy hour at the nearby Panama 66 restaurant (36)

Marketing and Communication

Inside Infrastructure Podcast - Our Chapter embarked on a new initiative and was successful in obtaining funding from the APWA National New Initiatives Grant Program for a $10k investment on a new podcast venture - Inside Infrastructure with hosts James Nagelvoort and Benjamin Valdez. The Podcast is aired in both a video and audio format, available on YouTube and all major podcast platforms. The podcast launched in December 2025 with Episode 1 - City of San Diego Mayor Todd Gloria. Episode 2 - Why Do Bridges Cost So Much and Take So Long to Build? And Episode 3 - Roots of Renewal: The Restoration of the Botanical Parks Building. Most of our episodes are filmed on location bringing the audience in close and personal to the stories that shape Public Works in our communities. Stay tuned for our upcoming episodes, Project of the Year Award Winners Share Insights, Young Professionals talk about advancing their careers in the public works field, and Caltrans on building the $6 billion North Coast Corridor Project.

Our Chapter has been at the forefront of social media since the inception of our social media channels. We have robust platforms including a Facebook page (442 followers), Instagram channel (1,090 followers), X Account (643 followers), Threads (96 followers), a Linkedin Company Page (1,539 followers), Linkedin Group (434 followers), Linkedin Sustainability Group (40 followers), and a LinkedIn PWI Group (37 followers). Our social media accounts are some of the best performing chapter channels in the country with over 4,321 followers and growing every day!

Advocacy

Our chapter collaborates with Region VIII's California Chapters to fund a portion of the cost for an "Legislative Advocacy Consultant" to assist the California chapters with amplifying our voice and reach, tracking state and federal legislation, and developing position papers to share with our members. We also share this information on our website and report out at meetings and in eblasts.

Finance Management

The Silicon Valley chapter was one of the first chapters nationally to utilize the Bank of America checking account as well as leverage National sponsored investment options. Transitioning to the Bank of America checking account has allowed are chapter to streamline revenue collection, provided better synergy between Quickbooks and our chapter accounts, and reduced the lag time between National reimbursements from when meeting and event attendees utilize the online payment option, which is approximately 95% of all transactions.

Membership Development

We include on our monthly executive committee meetings review of membership statistics including new members, individual and member agencies who membership have expired, and implement actions to reach out to agencies and individuals who membership have expired. We recognize all new members at the beginning our monthly meetings. We encourage members to observe our monthly executive committee meeting and utilize attendance as an opportunity to have members be part of various committees.

Leadership Development and Succession Planning

We are able to maintain a robust volunteer group in addition to our executive committee through our membership engagement activities. We encourage individuals interested in becoming a chapter leader to join our monthly executive committee meetings. Generally, the executive committee finds opportunities for all attendees to participate in a committee so that the individual learns about our programs, engages with other committee members, and provides feedback from the memberships perspective that informs executive committee decisions.

Administration

Our awards committee continues to enhance our nomination process to ensure that we maximize opportunities for not only projects to be recognized but also individuals. As part of this year's project of the year nomination process, the nomination form also required the

nominator to recognize a specific individual and their contributions to the project. We tripled the number of individual nominations from the previous year. We also held a more formal Project and Individual Award Ceremony as part of a dinner reception to encourage attendance, allow for adequate time to celebrate all of the winners, and create a more formal celebration.

Committees and Taskforce Development

The executive committee identifies other members, co-workers, and colleagues that would benefit from becoming a committee member. Encouraging individuals to find one committee that is leading an event or program that interests them allows individuals to learn the importance of the committee structure, engage with membership, and take on responsibility within the chapter. The executive committee recognizes the importance of committee participation as a first step to proceeding through the leadership positions.

Education and Special Events

The chapter recognizes the importance of creating educational opportunities for our membership. The educational opportunities also should be diverse to appeal to a broader group of people. We also coordinate with adjacent chapters to limit redundancy when possible so that we offer the most diverse educational opportunities throughout the San Francisco Bay Area.

Marketing and Communication

Our communication committee has expanded the content in our email blasts. Now anyone receiving the email communications can easily find information on upcoming events, refer to APWA National Talking Points, track advocacy progress for the California legislator, and remain engaged with our chapter. The LinkedIn and Facebook posts also provide an opportunity to ensure that our members can find the information that is needed. All our communication tools drive users back to the chapter website for registration.

Advocacy

Engaging all of the public works departments within our chapter through providing the public works week poster and sample proclamation is an effective way to assist our public works leaders to engage their governing bodies. More and more council and board members within our chapter boundary are engaging with the public works department through project milestones, staff engagement through agency events, and adopting resolutions.

Finance Management

The South Carolina APWA Chapter instituted a position of Assistant Treasurer in our organization. This position was created to ensure continuity of knowledge as the Treasurer position changes hands. The role of treasurer requires significant knowledge of the chapter's operation, interaction with almost every chapter function, and technical knowledge of QuickBooks. Having an assistant treasurer overlap with our current treasurer has been very valuable to allow for that knowledge transfer to occur.

Membership Development

The Chapter is developing a Membership and Engagement Scholarship to extend mentorship and industry expertise to underprivileged and underserved communities throughout South Carolina. Eligible applicants would originate from city/county government characterized by having budgetary limitations or a lack of representation from their area within the APWA SC Chapter. The scholarship would include a year of APWA membership, chapter and branch registration, and sponsorship for attendance at SC APWA annual conference and PWX for increase education and exposure to APWA membership resources.

Leadership Development and Succession Planning

Our chapter maintains a comprehensive Operations Manual, which serves as a guidance document for the planning and execution of all of our major functions and events. This document is extremely useful on training our chapter and branch leaders as they take on new roles in the organization. This document is available on our SC APWA website

Administration

Each of the four branch presidents serves a simultaneous term on our Chapter executive committee as a voting member. This gives the branch leadership regular updates and input on chapter level decisions. At each chapter meeting, each branch president gives a branch

report which has been an invaluable tool to share ideas and support each other across branches.

Committees and Taskforce Development

For those chapters that do not have an Operations Manual developed, the SCAPWA chapter has found this to be an invaluable tool, helpful as a reference for seasoned members, and as an approachable training tool for newly involved members.

Education and Special Events

The SCAPWA Chapter has found great success in partnering with other related professional organizations in the planning of educational events. This fosters new networking connections, shares resources in the hosting and planning of events, and results in large attendance as well.

Community Service and Outreach

Our new committee chair for community outreach joined in late 2025. She has started working with the branches to organize some community service programs. Having a dedicated committee to focus on bringing members together to give back to the communities we serve is a goal of the chapter for the coming year.

Marketing and Communication

The Lowcountry branch has a very active social media account for their area of the state. This account keeps our branch and chapter in the forefront of the minds of our members. Creating networking and learning opportunities, sharing news in the industry, and celebrating local achievements.

Advocacy

Our chapter annually publicizes Engineers Day on the Hill to our membership, and SC APWA always has a strong showing at this important event. Engineers and public works professionals are granted an opportunity to meet with state legislators and communicate the value of our sector as well as the difficulties often encountered.

Finance Management

The Executive Board discussed engaging a QuickBooks Online (QBO) consultant to reorganize the Chart of Accounts subaccounts to improve financial reporting capabilities. The objective is to create a structure that will allow Committee Chairs to easily generate committee-specific financial reports, including event income and expense reports. The proposed implementation timeline is July 2026.

Membership Development

The Chapter's Membership Co-Chairs were highly active throughout 2025, implementing several initiatives designed to welcome, engage, and retain members.

Every new member received a personalized welcome email outlining the benefits of membership, available services, upcoming events, volunteer opportunities, and ways to become involved in the Chapter. To further support member engagement, each Chapter lunch program included a complimentary registration category titled "New Member Guest of the President." This initiative provided an opportunity to personally welcome new members, introduce them to Chapter leaders and fellow members, and help them feel comfortable and connected within the APWA community.

The Chapter also continued its successful "Never Been a Member" program in conjunction with the annual Greenbook Seminar. Individuals registering for the seminar who had never previously been APWA members were eligible to receive a complimentary one-year APWA membership, funded by the Chapter. This program has proven to be an effective recruitment tool, introducing new professionals to the value of APWA membership while encouraging long-term engagement with both the Association and the Southern California Chapter.

The Membership Committee maintained an active presence throughout the year by budgeting for promotional merchandise, staffing exhibit booths at APWA events, and participating in conferences and programs hosted by partner organizations. These

outreach efforts provided valuable opportunities to engage prospective members, promote the benefits of APWA membership, and strengthen relationships within the public works community.

The Membership Committee also worked closely with the Young Professionals Committee to support networking events, educational programs, and member engagement initiatives. The Chapter actively encourages participation in its monthly luncheon meetings and educational events by offering students complimentary or significantly discounted registration rates. Similar discounts are extended to young professionals and emerging leaders whenever possible to help foster the next generation of public works professionals.

The Chapter remains committed to supporting student engagement through its Younger Member Branches at the University of California, Irvine, California State University, Long Beach, and the University of Southern California. These student chapters provide opportunities for future public works professionals to connect with industry leaders, participate in educational programs, and gain valuable exposure to careers in public works.

Leadership Development and Succession Planning

As part of its ongoing leadership development efforts, the Board discussed expanding participation in leadership meetings, conference calls, webinars, delegate training sessions, and other APWA leadership opportunities. By involving a broader cross-section of Board Members in these activities, the Chapter aims to ensure that leaders receive consistent information, share a common understanding of Chapter and APWA priorities, and develop stronger relationships with one another. This approach is intended to cultivate a deeper and more diverse leadership pipeline while promoting alignment, continuity, and long-term success for the Chapter.

Administration

To foster strong relationships and support Branch operations, the Chapter President attends at least one meeting of each Branch annually. In addition, the Chapter Administrator assists with Branch coordination throughout the year and frequently serves as a liaison between the Branches, the Chapter, and APWA National. This collaborative approach helps ensure effective communication, consistent operations, and the sharing of resources and best practices across the organization.

Committees and Taskforce Development

The Chapter actively recruits volunteers throughout the year and encourages members to become involved in committees at all levels. Annual "Calls for Volunteers" are promoted through Chapter communications, social media channels, events, and the Chapter website to create awareness of leadership and volunteer opportunities. This ongoing recruitment effort helps develop future leaders, brings new perspectives into the organization, and ensures the long-term sustainability of the Chapter's programs and services.

Community Service and Outreach

The Chapter has further demonstrated its commitment to workforce development through the establishment of educational endowments at local institutions. In 2019, the Chapter established an endowment at California State University, Long Beach. In 2023, a second $50,000 endowment was secured at California State Polytechnic University, Pomona. In 2024, the Chapter established a third endowment at Santiago Canyon College. These endowments create long-term opportunities to introduce students to careers in public works, strengthen relationships with educational institutions, support scholarship initiatives, and serve as a foundation for the development of APWA student chapters and future membership growth.

Marketing and Communication

Public awareness and outreach are important components of the Chapter's strategic goals. The Chapter's communications and public awareness efforts are reviewed annually during the strategic planning process, and implementation is coordinated by the Chapter Administrator. Recognizing the growing importance of media relations and digital communications, the Chapter has identified the formalization of a Media and Public Relations Team as a strategic priority for 2026. This initiative will expand the Chapter's ability to promote public works accomplishments, increase public awareness of the profession, and enhance engagement with members, agencies, sponsors, and the broader community.

Advocacy

The Chapter actively promotes participation in the Joint APWA/ASCE Legislative Day and encourages members at all career levels to become involved in advocacy efforts. Through training, education, financial support, and direct engagement with elected officials, the Southern California Chapter helps ensure that the public works profession maintains a strong and effective voice in the legislative process while advancing policies that support safe, sustainable, and resilient infrastructure throughout California.

Administration

In 2025, Chapter President Kimberly Strong, added 15 President's Recognition Awards to the existing seven Individual Chapter Awards. She was motivated by the example of APWA's Presidential Awards of Excellence.

Committees and Taskforce Development

In May of 2025, Chapter President Kimberly Strong coordinated a two-day executive session for Strategic Planning purposes. Strong facilitated the meeting during which portions of the Chapter's guiding "Orange Book" and the Chapter's Bylaws were reviewed and updated. It was proposed at this meeting that a similar session should be held at least every other year as this proved to be a very productive exercise.

Education and Special Events

In 2025, new and innovative topics were presented during the Technical Session portion of the Annual Conference. Chad Weth, Knoxville, took on the task of reviewing proposals and scheduling the sessions. The Chapter tried very hard to keep attendees interested and even offered an incentive to boost attendance at all of the sessions – cash raffles in each class room and a TV raffle at the end of the day.

Finance Management

The Texas Chapter continues refining financial coordination between the Chapter and branches to improve transparency, accountability, and continuity. As conferences and events continue to grow, the Chapter expanded administrative support resources by continuing to contract with a Chapter Administrator and Chapter Financial Administrator to maintain operational effectiveness and improve financial management processes.

Additionally, the Chapter began evaluating long-term revenue-sharing approaches tied to statewide conferences to better support smaller and developing branches throughout Texas as well as fairly compensate branches investing time and effort in planning and executing the conferences.

Membership Development

Innovative membership initiatives included:

-Branch-level use of QR codes during meetings and presentations to improve membership data collection and mailing list management.
- Virtual and hybrid meeting formats to increase accessibility across Texas' large geographic footprint.
- Addition of Young Professional leadership positions within branches to strengthen long-term succession planning and engagement.
- Scholarship recipients receiving APWA memberships to encourage continued involvement in the organization.
- Development of mentorship initiatives to support struggling or inactive branches across Texas.
- Participation in local college career fairs to share the benefits of APWA membership and providing a giveaway for a student membership.

Leadership Development and Succession Planning: The Chapter continues expanding leadership pipelines through:

- Concurrent PWITX class offerings due to demand growth.
- Increased Young Professional engagement and leadership appointments.
- Board workshops focused on governance, records management, succession planning, and operational continuity.
- Intentional recruitment of PWITX alumni into committee and leadership roles.
- Revisions of outdated bylaws to ensure succession is successful and align with the Chapter initiatives and National guidelines.
- Board workday reviewed and updated our Chapter Strategic Plan including Vision and Mission statements as well as our strategic goals.

Administration

Innovative administrative efforts included:

- Expansion of digital communications and virtual participation opportunities.
- Adoption of automated meeting transcripts and shared digital record repositories to improve continuity and documentation.
- Enhanced coordination and planning structures for PWX 2026 Houston.
- Development of statewide mentorship support for inactive or struggling branches.
- Utilization of a Chapter Administrator and Chapter Financial Administrator.

Committees and Taskforce Development

Innovative committee and taskforce initiatives included:

- Development of mentorship support for inactive or developing branches throughout Texas.
- Expansion of Young Professional leadership roles and engagement opportunities.
- Increased use of hybrid and virtual participation to improve statewide involvement across Texas' large geographic footprint.
- Expanded volunteer coordination and operational planning for large conferences and roadeo events.

Education and Special Events

Innovative education and event initiatives included:

- Hosting educational sessions directly inside exhibit hall and roadeo areas to increase field staff participation and engagement.

- Expansion of PWITX to concurrent class offerings due to increased statewide demand.
- Hybrid educational programming and virtual meeting options to improve accessibility due to our large area.
- Increased emphasis on certifications, field operations training, and hands-on learning opportunities.
- Introduction of new roadeo events and expanded operational coordination efforts.

Community Service and Outreach

Innovative outreach initiatives included:

- Expansion of student outreach and scholarship-related membership opportunities.
- Increased collaboration with colleges, universities, and technical organizations.
- Young Professional networking and mentorship partnerships with other professional associations.
- Community-focused Public Works Week outreach activities involving local municipalities and elected officials.

Marketing and Communication

Innovative communication initiatives included:

- Use of automated meeting transcripts and shared digital records repositories to improve organizational continuity.
- Expanded use of LinkedIn and hybrid communication tools for statewide engagement.
- Historical “From the Vault” features in the Texas APWA Reporter to highlight APWA history and member engagement.
- Development of virtual backgrounds and digital promotional materials for member use.
- Enhanced sponsor recognition campaigns and post-event communications.

Advocacy

Innovative advocacy initiatives included:

- Coordinated statewide outreach supporting recognition of Public Works Professionals as First Responders.
- Increased collaboration with partner organizations and municipal associations.
- Expanded legislative education efforts during Public Works Day at the Capitol.
- Continued focus on educating elected officials and municipal leaders regarding the value and impact of public works services throughout Texas.



Finance Management

In addition to the reporting features from QuickBooks, the Chapter Treasurer maintains and presents to the Chapter Executive Committee on a monthly basis the Chapter's own, customizable spreadsheets for greater expense detail above and beyond the standard account numbers in QuickBooks, and statements of financial position. This enables the Executive Committee to plan and execute Chapter events in a more detailed manner.

Based on monthly projections of financial stability, the Executive Committee makes recommendations for approval for special events such as YP events, Educational seminars, Golf Tournament, Awards, scholarship levels, and attendee fees.

Based on the financial stability of the Chapter, the decision was made to host the California Chapters Dinner at PWX 2025 in Chicago, Our Chapter raised sponsorship throughout Region VIII and sales of tickets, our Chapter hosted a 4-hour reception at Gino's East Pizzaria for 200 Region VIII members at PWX in Chicago and included transportation to and from the venue.

Membership Development

The Chapter continues to provide each new member with a customized, reusable name badge, complete with the Chapter's logo and their organization or company name.

The Chapter hosts at least one "Bring a YP" meeting a year with reduced meeting dues to encourage younger members to attend an APWA meeting. The Chapter also sponsors a "Construction Inspector's Network" to increase awareness of and encourage participation in APWA in this under-served section of Public Works.

Leadership Development and Succession Planning

To encourage different perspectives on the Executive Committee, candidates for Director-at-Large rotate between public and private industry representation. This ensures all facets of public works are represented, and meeting topics and speakers are well-represented.

Throughout the year, the Executive Committee identifies potential new committee chair and board members to volunteer in the Chapter. Executive Committee members and Committee Chairs will approach members who have shown interest in leadership to become involved on a Committee or Executive Committee position.

Administration

The Chapter encourages nominations for Professional of the Year at all levels, including Young Professional, Professional, and Legacy Professional, to encourage all voices at Chapter Meetings. An award plaque is given, and presented at Chapter Meetings and at the recipient's place of business. Project of the Year recipients are invited to make a presentation at a monthly Chapter meeting. An Executive Committee member also makes a presentation at the recipient's Agency or Company's public or board meeting to recognize the outstanding achievement.

Committees and Taskforce Development

The Chapter hosts a dinner after the Strategic Planning meeting to celebrate a successful year, thank any outgoing board members, and prepare for the coming year of Chapter activities. This promotes collaboration and excitement for the coming year in an enjoyable setting.

Education and Special Events

The Chapter hosts field trips or technical tours annually. The Construction Inspectors group hosted members during a tour of the Oxnard Waste Water Treatment Plant, and the Young Professionals group toured the CalTrans San Jose Creek Bridge Replacement.

Community Service and Outreach

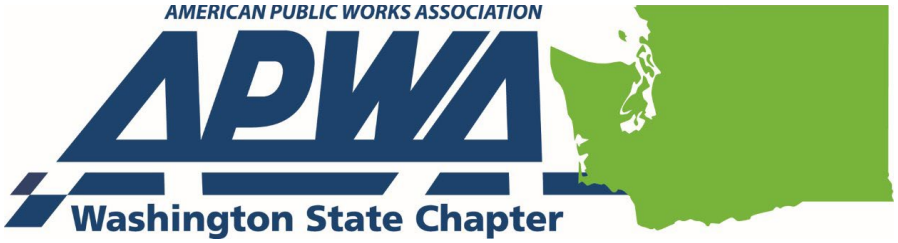
This was the second year the Chapter attended the STEAM Carnival, which hosted 2,000 future public works students and professionals with whom the Chapter had an opportunity to connect.

Marketing and Communication

The Monthly chapter meeting "Scroll" includes monthly sponsors, announcements for job opportunities, future events such as the Golf Tournament, PWX, and the topic for the next months meeting.

Advocacy

This past year we included a California Advocacy/Legislative Update as our June 12th meeting. We had 102 attendees at the meeting and a good post presentation round of discussion and questioning about how members could further get involved.



Finance Management

The Chapter changed the way budget reports are generated. Finding value in a more detailed report for increased budget transparency – the Treasurer changed the budget reports from larger billing codes to break out all events (not just conferences), and by expenditure description (consultant, committee and business travel) to provide a greater level of budgetary understanding.

Membership Development

• First-Timer Breakfast: Structured new-member orientation held during conferences with participation from multiple committees to immediately connect new members with chapter opportunities.
• Conference Social Hikes: Low-cost, high-engagement networking events that create informal relationship-building opportunities before conferences begin.
• Monthly Welcome Outreach: Use of APWA membership reports to trigger direct welcome emails to new members with chapter resources and contacts.
• Membership Tools Brochure: A ready-to-use onboarding resource hosted online and shared with new members explaining benefits, opportunities, and chapter involvement pathways. This brochure gets updated regularly to ensure accurate information is conveyed.
• Cross-Committee Recruitment Strategy: Using student outreach, mentorship, scholarship, and conference committees as feeder systems into long-term membership participation.
• Expanded Inclusion Strategy: Intentionally recruiting members from underserved geographic areas, agencies, and disciplines while recognizing belonging through chapter awards and outreach efforts. New in 2025 the Veterans Committee.

Leadership Development and Succession Planning

Several formalized processes were implemented to streamline work and increase transparency.
• Development of a policy framework for forming new committees, ensuring sustainable

growth, and alignment with Chapter priorities
• Active evaluation of committee effectiveness (e.g., sunsetting underperforming committees) to more effectively manage resources

Administration

• Centralized financial management model: Partnering with MRSC (Municipal Resources and Services Center) for accounting and financial processing provides professionalized financial oversight, standardized reporting, and improved audit readiness—an approach that could serve as a model for other chapters
• Enhanced financial controls and digital processes: Implementation of ACH payments, structured reimbursement workflows, and updated approval processes modernized financial operations and reduced administrative burden
• Proactive contract and vendor management: Standardization of consultant contracts and intentional review of vendor performance (e.g., exploring financial advisory services, coordinating with National on contracts) demonstrates a strategic approach to administrative partnerships
• Monthly Executive Committee meetings (virtual): Starting in 2025, the Executive Committee met virtually each month to sustain Board momentum and create a forum beyond the time-constrained quarterly Board meetings.
o Enabled deeper discussion of key issues.
o Allowed the Executive Committee to refine ideas before bringing items to the full Board.
o Strengthened coordination and communication across Executive Committee members.

Committees and Taskforce Development

The Chapter maintains a Communication Calendar to coordinate soliciting content from the committees to use on social media and in their magazine. These spotlights assist with recognition and recruitment of new members.

Education and Special Events

• Experiential and non-traditional learning opportunities: Technical tours, project site visits, and interactive events (e.g., walking tours, panel discussions, and networking-based learning) provide practical, real-world learning experiences beyond traditional classroom settings
• Hybrid and flexible learning formats: The Chapter offers a mix of in-person, virtual, and hybrid events (webinars, workshops, conferences), allowing broader participation and adaptability to member needs
• Integrated mentorship as a programmatic offering: The Chapter's Mentorship Program

goes beyond traditional networking by offering a formalized, year-long program with structured pairing, kickoff, mid-program, and closing events, along with conference integration and training resources
• Statewide, multi-location training delivery: The “Specs in Motion” course was deployed across numerous locations throughout Washington, increasing accessibility and ensuring consistent training on critical WSDOT updates for practitioners statewide
• Cross-committee collaboration: Education programs are developed collaboratively across multiple committees (Division 1, CAEC, MPAC, Mentorship, NWPWI), leveraging subject matter expertise and expanding program reach

Community Service and Outreach

Expanded cross-organization collaboration by partnering with ASCE, AWWA, and other professional associations on networking, outreach, and charitable service activities.

Marketing and Communication

The Chapter sends sample press releases to all organizations winning Chapter Project of the Year Awards, along with photos for them to publicize their wins. The Chapter also sends this to the major AEC news outlets for publication.

Advocacy

Starting in 2025, the Board directed the communications consultants to work with the GAC to provide a shortened “highlight” version of the Legislative Update in emails with links to the Chapter website for the full report. The revised format improved accessibility and member engagement with advocacy communications while helping members more efficiently track legislative developments impacting public works.

Finance Management

The Chapter Treasurer created and implemented a rolling CD schedule to ensure maximum interest income, but also ensure sufficient cash flow for operations.

Wisconsin Chapter handed out scholarships in 2025 that were fully funded using the interest income earned through CD investments.

The Chapter Executive Committee assessed how we can expand the training reimbursement program and potentially include high school technical programs. In 2025, the Chapter Executive Committee approved funds for the annual Mechanic Training.

Membership Development

Chapter created a Welcome Packet for new attendees at Fall and Spring Conferences that includes the schedule, exhibitors, sponsors, Executive Committee names/photos/contact info, Technical and Specialty Committees and descriptions.

We regularly hold a First-Timers Breakfast at our Spring and Fall Conferences hosted by members of the past-president's committee.

In addition, after a successful “pilot” program in Spring 2024, the Chapter instituted a policy to provide complimentary tickets to the Spring Conference for front-line workers. 56 front-line workers took advantage of the policy for the Spring 2025 Conference to participate in the equipment roadeo.

Administration

The Chapter implemented a new Wisconsin Excellence in Snow and Ice Controls Award in 2025, which was a new award adapted from the National award to meet the same criteria. Award winners' applications were forwarded to the APWA National competition.

In addition, we re-activated a more active and focused Chapter Archives and Records effort.

Committees and Taskforce Development

The Community Engagement Committee evolved from the Diversity Committee to better reflect our goals and the needs of the public we serve. This transformation was more than just a name change, it represented a renewed commitment to building meaningful, inclusive, and lasting connections with our communities. The new committee takes a more action-oriented approach, one rooted in outreach, education, and engagement. mission now centers on fostering awareness and understanding of the public works field through: Community connections, Youth education and Volunteer-driven outreach.

New Welcome Packets were introduced and both the Spring and Fall Conferences

Some executive and most committee meetings were held virtually which led to better attendance.

Education and Special Events

The Chapter offered one-day bus service for members to the PWX in Chicago leaving from three locations (Green Bay, Madison and Milwaukee) which offered anyone interested in experiencing the big conference an opportunity to attend.

The Chapter continues to use the Whova app as the primary way for registration and all conference information - agenda, speaker bios, evaluations, messaging, etc. It offers real-time interaction among attendees at the conferences.

The Chapter instituted a policy to provide complimentary registration to the Spring Conference for front-line workers after a successful “pilot” program in Spring 2024. 56 front-line workers took advantage of the policy for the Spring 2025 Conference to participate in the equipment roadeo.

Community Service and Outreach

Student involvement at local conferences has been a well-received initiative to promote engagement with Public Works.
At the Fall conference, the Wisconsin Chapter provided free attendance, volunteer roles, and presentations to UW-Platteville Students, as the conference was held at that campus.

Truck 'n Treat, a new event, was created as a fun and educational Halloween event to

promote Public Works to local children and families at the Fall Conference. The hands-on experience aimed to spark curiosity and appreciation for the people and equipment behind essential city services.