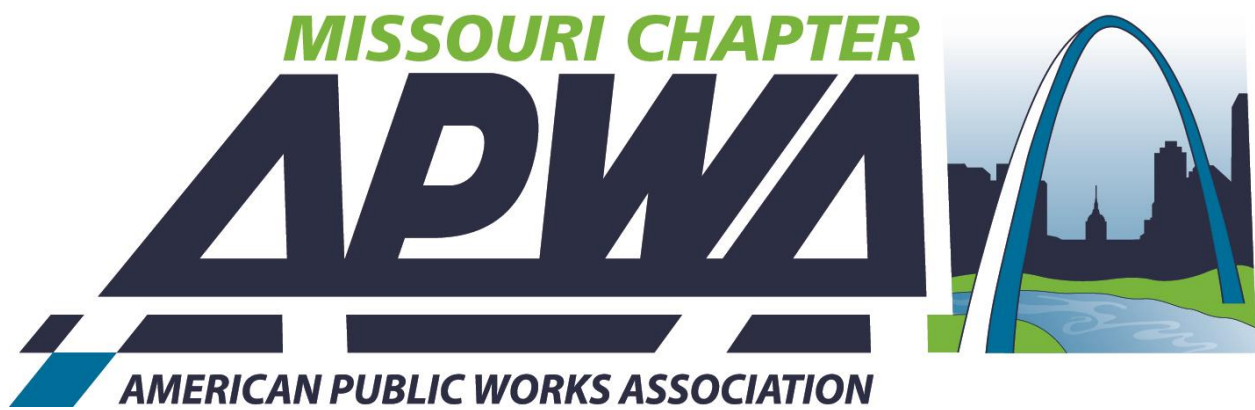


# American Public Works Association Missouri Chapter



## Strategic Plan

2016 – 2020

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**Goal 1 Focus Area:** Membership Recruitment, Engagement & Retention

**Goal 2 Focus Area:** Education and Training

**Goal 3 Focus Area:** Membership Services

## Goal 1 Focus Area:

### Membership Recruitment, Engagement & Retention

**Objective 1:** Develop outreach initiatives to recruit and engage members across the state.

**Champions:** Director of Advocacy and Outreach  
Committee Chairs from Chapter and Branch  
Executive Committee members from Outstate Areas

**Target Date:** Develop plan by 2017 and implement in successive years

**Tasks:**

- Find a location for Central and Southwest Missouri areas to host a monthly luncheons and gatherings.
  - Executive Committee representatives from these areas shall coordinate these activities.
- Rotate locations between hosting outstate activities at municipalities and consulting companies.
- Develop Outreach to MoDOT, City of St. Louis, St. Louis County and other underutilized entities.
  - Host Lunch and Learn activities with these entities.
- Investigate technology to broadcast and share monthly meetings.
  - Communications Committee shall coordinate.
- Investigate increasing non-member registration costs for conferences and luncheons to encourage membership registration through National
- Investigate recognition for new agency memberships and longtime agency memberships

**Objective 2:** Maximize membership opportunities in underrepresented segments and agencies

**Champion:** Director of Membership and Member Services

**Target Date:** 2018

**Tasks:**

- Identify a young professional liaison to reach out to MoDOT for DBE firms and create a mass email to this identified group
- Recruit young members, who as a group are more diverse in the industry

### **Objective 3: Assess perceived value of membership**

**Champions:** Director of Advocacy and Outreach  
Director of Membership and Member Services

**Target Date:** 2017

**Tasks:**

- Produce a member survey – request assistance from National in preparing a draft survey for Spring 2016 Conference

### **Objective 4: Chapter Scholarship**

**Champion:** Director of Awards and Historical

**Target Date:** 2016

**Tasks:**

- Engage branch and chapter members with information about the three student scholarships in an effort to get the word out to local schools
- Encourage companies and municipalities to add more internships and encourage attendance of interns at chapter meetings.
- Provide scholarship opportunities for member to participate in training programs provided by National
- Form a scholarship advisory group

## Goal 2 Focus Area:

### Education and Training

**Objective 1:** Provide high quality presentations and networking opportunities for the fall and spring conferences

**Champions:** Director of Continuing Education and Training  
Director of Special Events and Activities  
Conference Planning Committee

**Target Dates:** Draft due by July 2017 – Finalize by 2017 Fall Conference

**Tasks:**

- Formalize the Conference Planning Committee
  - Add Sub-Groups to handle fewer tasks
- Research contracting for meeting planning/conference management services
- Formalize the process of information sharing from conference to conference using the Google Docs resource and creating a template for report sharing
- Balanced Presentation Topics - Improving diversity between tracks

**Objective 2:** Increase the awareness and participation in chapter educational programs across the state by utilizing technology resources

**Champions:** Director of Communications  
Director Continuing Education and Training  
Director of Advocacy and Outreach

**Target Dates:** 2018

**Tasks:**

- Email blasts with links to specific Click, Listen and Learn programs
- Broadcast Branch Roundtable Discussions
- Committee to investigate other opportunities for streaming meetings and events

**Objective 3:** Reach the ranks of the para-professional members of public works agencies and private organizations

**Champions:** Director of Education and Training  
Director of Advocacy and Outreach

**Target Date:** 2018

**Tasks:**

- Education based marketing technic - See Objective 2 Note 2
- Promote succession planning for public works departments
- Perform research to find what is a suggested membership to firm size / government type ratio

**Objective 4:** Promote the improved practices developed in public works

**Champions:** Director of Awards Historical  
Director of and Continuing Education and Training

**Target Date:** 2017

**Tasks:**

- Develop incentives and awards for structured achievements
  - Recognize members and member agencies through Awards Program
- Recognize members and member agencies for achievements at the Chapter and National levels
  - Present Awards at member agencies
  - Attend recognition ceremonies
- Promote Improved Vendor Practices
- Other tasks involving education and training listed in other sections of this plan

## Goal 3 Focus Area:

### Membership Services

**Objective 1:** Increase the interface opportunities with APWA National

**Champions:** President  
Branch President  
Chapter Delegate

**Target Date:** 2016

**Tasks:**

- Work with National for speaker suggestions and opportunities for technical presentations
- Provide annual leadership training for chapter and branch leaders
- Provide technical and other related articles and member benefit advertisements available through National for chapter newsletter
- Ensure participation in National biennial chapter leadership training
- Reach out to National Leaders to attend chapter events

**Objective 2:** Explore affiliation opportunities with other organizations

**Champions:** President  
Branch President  
Director of Special Events and Activities

**Target Date:** 2017

**Tasks:**

- Strengthen relationship with LTAP
- Connect with the KC Metro and Illinois Chapter including nearby Illinois Branch
- Continue affiliation with Engineering Center of St. Louis and track benefits from the partnership
- Explore mutually beneficial relationships with other organizations and associations

### **Objective 3: Chapter & Branch Committee Structure**

**Champions:** President

**Target Date:** 2016

**Tasks:**

- Review branch, chapter and Young Professionals committees descriptions and identify in writing responsibilities for each committee
- Ensure Young Professional representation on all chapter committees
- Continual review of committees for effectiveness in meeting goals
- Establish committee chairman positions for each committee and encourage committees to meet regularly

### **Objective 4: Networking Opportunities**

**Champions:** Director of Special Events and Activities  
Special Events and Activities Committee Chairs for Chapter and Branch

**Target Date:** 2016

**Tasks:**

- Provide at a minimum quarterly Chapter and Branch events
- Maintain core events such public works week lunch and washer tournament, holiday party and golf tournaments
- Work with conference planning committee to provide evening activities at conferences

### **Objective 5: Community Outreach**

**Champions:** Director of Advocacy and Outreach  
Advocacy and Outreach Committee Chairs for Chapter and Branch

**Target Date:** 2016

**Tasks:**

- Provide opportunities for members to participate in community service projects
- Host charitable events coinciding with spring and fall conferences
- Promote National Public Works Week in communities



## **Objective 6: Sponsorships**

**Champions:** Vice President  
Branch Vice President

**Target Date:** 2017

**Tasks:**

- Survey past sponsors to determine how and when they would like to be approached and whether the existing approach has been well received
- Determine if annual sponsorship or specific event sponsorship is the correct approach to take
  - Annual sponsors or conference sponsors, happy hour sponsors, golf tournaments, etc.
- Define sponsorship procedures for all sponsor opportunities and reevaluate each year
  - Establish guidelines for choosing special event sponsors
  - Review chapter sponsorship levels and benefits