

Volume 60, No. 3

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Issue Highlights

Chapter Elections

Meet the 2024 APWA Scholars

Asset Management for Local Governments



President's Message

By Tim Blackwood
Pali Consulting

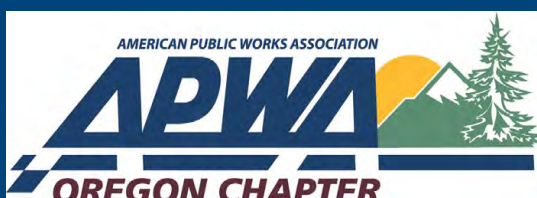
Hello APWA Oregon Chapter! As I am writing this message, PWX is just winding down here in Atlanta, Georgia. By all accounts PWX was a great success with great keynote speakers, technical sessions, National Rodeo competition, and some fun and meaningful networking including a well-attended Region 9 get-together.

The Oregon Chapter was well represented! We had over 30 registered attendees from Oregon, watched Russ Thomas receive his Top 10 Public Works Leader of the Year award, and accepted our 24th PACE Award (Presidential Award for Chapter Excellence) on our 60th chapter anniversary. And as a special treat, our YP Committee co-chairs, Brittney Weinberg and Alyssa Loveday, attended the first-ever national YP summit held in conjunction with PWX in Atlanta. It was great to have them there and some of us (names withheld to protect the guilty), might even have crashed one of the YP networking events at Margaritaville....

Some real takeaways from the conference for me were the rapid advancement of AI in our work, much of it occurring behind the scenes; and the focus on finding, training, and retaining staff. Stay tuned for more information on these topics ahead.

And now we turn our attention to Pendleton for our [Fall Conference](#) ! Hopefully you have all registered for the conference, and if you haven't, do so right away! You don't want to miss the conference and Bob Patterson's last hurrah! We had a record number of submissions for technical presentations this time, so we'll have excellent educational opportunities to choose from. The exhibition hall will be full of new and returning products and vendors, and you won't want to miss the hallowed awarding of the Gizmo! Who will ~~get stuck with~~ win it this time? Please donate an item for our live or silent auctions and be ready for some heated competition during the auctioning of those items! As always, all proceeds go to the Scholarship Fund.

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Oregon Chapter Fall Conference

*October 15-18, 2024
Wildhorse Resort & Casino
Pendleton, Oregon*



Go directly to an article by clicking the titles above.

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President's Message Continued

At the conference we will be saying farewell to our long-time management company, Cameo Management, wishing the best to Maggie and Peggy. This will be the last conference they are in charge of, so please take the opportunity to thank both of them for all their hard work over the years. Shadowing Cameo at the conference will be our new management company, Meetings, Management, and More (MMM for short). We are pleased to have them, and I hope you all will welcome Jessica and her staff from MMM to the conference and fill her in on the important details. You know, important things like WE MUST HAVE BACON AT ALL CONFERENCE BREAKFASTS! And while emphasizing the importance of bacon, please feel free to suggest other ideas that could help improve everyone's conference experience.

At the conference, we will be confirming our next slate of board directors, so please be sure to vote prior to the conference. You should have received an e-mail with voting instructions by now.

Although the conferences are a great way to stay involved with the chapter, we need you all involved in committees. Committees are the nuts and bolts that keep the organization going, and we need you now more than ever!

We have a number of committees that need members at all levels, up to committee chairs. Committees are a great way to learn new things, network, and give back to the organization. So please check out our Committee Central page and contact the chair or liaison of any of the committees that you want to be involved with.

As for other chapter activities and updates:

Don't forget about **Other Training Opportunities:**

Fall Street Maintenance and Collection Systems Fall School (November 5-7 in Newport)

Public Works Leadership (November 19-22 in Tigard)

The Chapter Audit is complete and by all accounts went smoothly.

The Chapter website has been the subject of much discussion for over a year now, and, although I'm not ready to call it complete, I've seen much improvement on it over the last couple of months. Hopefully I'll be giving it a clean bill of health in my next message.

Thank you all again for your hard work that makes all of our lives better every day.



Russ Thomas (center), Newberg Public Works Director, receives 2024 Top Ten Public Works Leader by the National American Public Works Association.



Award recipients honored at PWX 2024 National Convention Banquet

Vote Now in Chapter Elections

This year, the Oregon Chapter is voting online for the 2025 Board and Foundation positions. Voting will be open from September 30 to October 11 (5 PM PST).

Here's the [link to the ballot](https://www.surveymonkey.com/r/G86RN5W)
(<https://www.surveymonkey.com/r/G86RN5W>)

To participate in the online voting, you will need to have an active APWA membership and sign in to the Chapter website. If you have forgotten your username, password or need to create a new account, go to [APWA.org](https://www.apwa.org) and click on the log In button on the upper right of the window and log in or create an account. To make sure you receive the email to vote, confirm that your email is accurate on the My Account screen on the national APWA website. Feel free to reach out to Ashley.cantlon@greshamoregon.gov with any questions regarding the Oregon APWA Board elections.

Past President Tony Roos, Delora Kerber, John Lewis, and Ashley Cantlon, submitted the list of proposed nominees to the Oregon Chapter Board on July 25. Nominees currently serving the Board are proposed to succeed to their next Board role or continue to their next term:

Doug Singer - 2025 President (1-year term, 2025)
Shannon Williams - President Elect (1-year term, 2025)
Krey Younger - Treasurer (2-year term, 2025-2027)
Leslie Finnigan - Director Position #6 (second 2-year term, 2025-2027)

The following nominee is proposed by the Nominating Committee for her first term on the Board:

Dawn Easley from the City of Medford was nominated to Director Position #4 (first 2-year term, 2025-2027). Dawn is the Public Works Operations Manager for the City of Medford and has attended several APWA short schools throughout the years. She teaches for our Developing Leader series and has agreed to facilitate the class when Jeanne Nyquist passes the torch next year. She is a member of the Education Committee working to update the Northwest Public Works Institute classes, and may teach classes at some of the other institutes next year. She also helped organize the most recent Fall Conference in Canyonville.



Dawn Easley

The following Board members are continuing to serve on the Board and are not up for election:

Tim Blackwood - 2025 Immediate Past President
Chase Welborn - Secretary (2-year term, 2024-2026)
Russ Thomas - National Delegate (3-year term, 2024-2027)
Maureen White - Director Position #1 (first 2-year term, 2024-2026)
Nicholas Polenske - Director Position #2 (first 2-year term, 2024-2026)
Mark Willrett - Director Position #3 (second 2-year term, 2024-2026)
Ryan Webb - Director Position #5 (first 2-year term, 2024-2026)

Ashley Cantlon, 2024 Immediate Past President, is departing from the Board:

SCHOLASTIC FOUNDATION ELECTIONS

In addition to Oregon APWA Chapter election of officers, the Oregon APWA Scholastic Foundation will also be using this online voting opportunity to elect two Directors to the Board of Trustees. All Oregon APWA members in good standing also maintain a membership on the Foundation and can vote for Foundation trustee positions in this election.

Nominated for reappointment to three-year terms (Foundation Board of Directors):

Gary Stockhoff – Director
Peter Olsen - Director

Foundation (Chapter) members interested in future opportunities to serve on the Oregon APWA Scholastic Foundation Board of Trustees should contact Foundation President Gary Stockhoff at Gary.Stockhoff@bentoncountyor.gov. More information about the Oregon APWA Scholastic Foundation is available on the [Foundation's web site](#).



Meet This Year's APWA Scholars

The Oregon APWA Scholastic Foundation awarded 20 scholarships totaling \$36,000 for the 2024-2025 school year.

Since the Oregon APWA chapter started its scholarship program in 1981, 342 scholarships totaling \$535,200 has been awarded to students enrolled in a variety of public works academic disciplines, ranging from civil engineering to wastewater management. Scholarships also honor past Oregon public works leaders and serve to engage the members of Oregon APWA in supporting the next generation of public works professionals.

To learn more about the Oregon APWA Scholastic Foundation, contact Scholastic Committee co-chairs Caleb Cox and Todd Watkins at OregonAPWAScholars@gmail.com or visit the Foundation's [website](#).

CLACKAMAS COMMUNITY COLLEGE

Kao Seng Saechao

Dan Boss Drinking Water or Wastewater Scholarship

\$1,000

Kao's experience includes over 10 years of experience as a manager where they learned the art of "servant" leadership. Kao is active with the student chapter of the American Water Works Association as well as the local Phi Theta Kappa and Alpha Xi Zeta chapters. Kao is looking forward to a long-term goal of obtaining a Master of Public Administration in Natural Resource policy. Kao has a GPA of 3.87 and has been awarded other memorial scholarships as well as earning a spot on the Clackamas Community College President's Honors List. Kao also received a certificate of accomplishment for becoming a first-generation college degree recipient. Lastly, Kao received the Army Commendation medal for grit and motivation.

Kei-ani Hebert

Civil Engineering Transfer/GIS Scholarship

\$750

Kei-ani has a well-rounded foundation in water and environmental technology combining practical skills with environmental responsibilities. They have been involved with a variety of technical activities including school and volunteer initiatives. Their solid GPA of 3.34 will support their goal of earning an Associate's Degree in Applied Science. Kei-ani has received the John Lewis Water and Environmental Technology Scholarship for 2023/2024 and has been recognized for their academic achievements for environmental protection.

GEORGE FOX UNIVERSITY

Madison Allhiser

Civil Engineering Scholarship

\$3,000

Madison is entering her senior year in the Civil Engineering program with a 3.75 GPA. In May 2024 she went to Ecuador with a team of students and professors to help build a water distribution system for a small village in the Andes. After graduating in 2025, Madison plans to apply for graduate school and is excited to continue her education in civil engineering, possibly concentrating on geotechnical or transportation engineering.

Ava Brawley

APAOEF Civil Engineering Scholarship

\$2,500

Ava is entering her senior year in the Civil Engineering Program with a 2.98 GPA. Ava is looking forward to an internship in transportation engineering during the summer of 2024 and ultimately, she hopes to build a career where she can help create infrastructure that will benefit society.

OREGON INSTITUTE OF TECHNOLOGY

Caitlin McCall Lien

Civil Engineering Scholarship

\$3,000

Caitlin is entering her junior year in civil engineering at Oregon Institute of Technology with a 3.91 GPA. She completed an internship working with ODOT's land survey crews and is interested in continuing to pursue a career in transportation. Caitlin's goal is to contribute to her community, lead by example, and inspire other young women in the field so that they can see the difference engineers can make in our community.

SERENA MOHA

Dave Vargas Memorial Scholarship

\$500

Serena is entering her senior year in civil engineering at Oregon Institute of Technology with a 4.0 GPA. She has held internships with ODOT and Clatsop County as well as serving as the treasurer for her local Institute of Transportation Engineers student chapter. Serena plans to attend graduate school for civil engineering and is excited to ultimately pursue a career in the transportation engineering field.

OREGON STATE UNIVERSITY

Alec Hankins

Kurt Corey Tribute Scholarship

\$2,000

Alec is entering his junior year in the Civil Engineering program at Oregon State University with a 4.0 GPA. He has held internships with Oregon City Public works working on roadway maintenance and with Pacific Community Design performing various land survey tasks. Alec plans to attend graduate school and hopes to pursue a career in either structural, transportation, or geomatics.

Emily Sofia Dahbura

Environmental Engineering Schutz Scholarship

\$1,500

Emily is entering her junior year in the Civil Engineering Program at Oregon State University with a 3.95 GPA. She has been very involved in her ASCE student chapter

and also served as a counselor at the Transportation Research and Education Center's summer camp helping to spark student's interest in Civil Engineering. Emily has applied to the CECOP program at OSU this year and hopes to make more connections with industry professionals through internship experiences.

Baird Quinn

Civil Engineering Sustainability Ron Polvi Scholarship
\$1,500

Baird is entering his senior year at Oregon State University pursuing dual degrees in Civil Engineering and Sustainability and has maintained a 3.99 GPA. He hopes to pursue a career that combines his two majors, likely in the area of geospatial analysis with a focus on finding better ways to manage our resources and serve the public. Baird is also the treasurer of the OSU Bird Nerds Club and has enjoyed the opportunity to organize events and practice his communications skills within the club.

Jason Bernal Azamar

Civil Engineering Allen A. Alsing Scholarship
\$2,500

Jason is entering his senior year in the Civil Engineering Program at Oregon State University with a 3.53 GPA. He is an active member of the Society of Hispanic Professional Engineers (SHPE) and also had a construction engineering internship with The Whiting-Turner Contracting Company. After finishing his undergraduate degree, Jason plans to pursue a master's degree with a focus on structural resiliency. Jason also received an APWA scholarship in 2023-2024 and he took advantage of the opportunity to attend the APWA 2024 Spring conference in Seaside Oregon where he networked with professional engineers from across the state.

Cole Mackenzie Hudnall

Engineering / Geomatics Scholarship
\$3,000

Cole is entering his senior year in the Civil Engineering Program at Oregon State University with a 3.39 GPA. He has held surveying internships with AKS and Cascade Timber Consulting and is currently working in the OSU Geomatics Department as an under-

grad research assistant completing lidar processing scans. In addition to Civil Engineering, Cole is working towards a minor in Geomatics and hopes to pursue a career in surveying.

PORTLAND COMMUNITY COLLEGE

Rachel Cullen

Public Works Scholarship and Merle Langley Memorial Scholar
\$750 and \$1,000

Rachel plans to graduate from PCC in June 2025 and currently holds a GPA of 3.35. Her long-term career aspirations include civil and construction engineering. She has recently achieved a certificate in Computer Aided Design and Drafting as well as passing the ADDA Professional Drafter Certification Examination which earned her the Mechanical Apprentice Drafter Certification which is valid through June 2028. Rachel also earned the Honors of President's List for three terms, the Dean's List and the Honors of Dean's List.

PORTLAND STATE UNIVERSITY

Hailey Smith

Civil Engineering/Geomatics/Geotechnical Scholarship
\$3,000

Hailey is entering her senior year in the Civil Engineering Program at Portland State University with a 3.4 GPA. She is involved in her ASCE student chapter and competed in the steel bridge competition as a member of the fabrication team. After completing her undergraduate degree, Hailey plans to pursue a master's degree in structural engineering. She is excited to shape the future of the industry and is deeply committed to applying her knowledge and skills to address infrastructure needs and promote sustainable development.

Alicia Antillon

APAOEF/APWA Engineering Scholarship
\$2,500

Alicia is entering her junior year in the Civil Engineering Program at Portland State University with a 2.7 GPA. She is actively involved in her ASCE student chapter and is also working on campus as a student ambassador for the Maseeh College of Engineering and Computer Science. Alicia has a passion for helping to shape the world around

us through innovative and sustainable solutions. Her goal is to be a licensed professional engineer and pursue a career in water resources.

Raffael Sagrillo

Veterans Scholarship
\$1,500

Raffael is entering his junior year in the Civil Engineering Program at Portland State University with a 3.55 GPA. As a disabled Navy Veteran, Raffael has pushed through barriers to attend college and pursue career opportunities. He is excited to be in a career where he can shape the infrastructure of tomorrow and positively impact communities. Raffael is interested in transportation or water resources.

SOUTHWESTERN OREGON COMMUNITY COLLEGE

Blaise Pindell

Past Presidents Scholarship
\$1,500

With a current GPA of 3.625, Blaise is no stranger to hard work having spent his childhood summers working on his grandfather's grass seed farm. More recently, he has worked on a wildland firefighting crew for the past two summers, as well as assisting an arborist, logger and job shadows with an electrician, forester, fish hatchery manager, and timber cruiser. He has also volunteered at Philomath Fire & Rescue prior to his joining SWOCC. After SWOCC, Blaise plans to enter a four-year university such as Oregon State University or Idaho State University where he plans to pursue a career in forest/forest engineering.

Aimie Lee Bussmann

Forestry/Natural Resources Scholarship
\$750

Aimie is studying Forestry Management/Restoration and Fire Science and has a GPA of 3.12. Aimie plans to pursue a Natural Resources degree from Oregon State University after she completes her coursework at SWOCC.

UMPQUA COMMUNITY COLLEGE

Anthony Di Stefano

Civil Engineering Technology/Civil Engineering Transfer Scholarship
\$750

Anthony is entering his second year at Umpqua Community College with a current 3.15 GPA. However, he expects that to increase since he is now a straight "A" student and will hopefully graduate from UCC with honors. Anthony has been around public works his whole life since his father was an Engineering Technician II for the city of Roseburg. Anthony aspires to pursue a

civil engineering degree with the goal of obtaining his Professional Engineer's license.

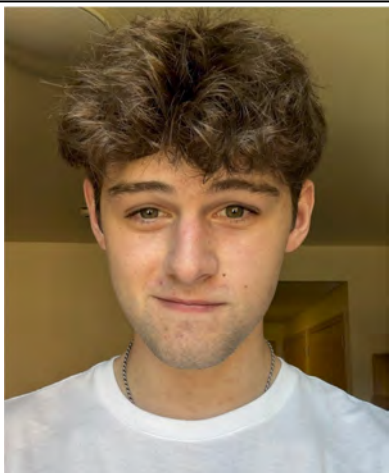
UNIVERSITY OF PORTLAND

Asher Gonzolez
Civil Engineering Scholarship
\$3,000

Asher is entering his junior year in the

Civil Engineering program at the University of Portland with a 3.85 GPA. He plans to take his studies abroad soon with the goal of learning more about the functionality of modern infrastructure. Asher is passionate about efficient and sustainable infrastructure and hopes to pursue a career in environmental engineering with a focus on reducing our impact on nature.

Featured Scholars: In Their Own Words



Asher Gonzolez

"My name is Asher Gonzolez, and I was selected as the recipient of the University of Portland scholarship from AWP for the 2024-2025 academic year. I'm so grateful to have been chosen for this award. I am a civil engineering student at the University of Portland with hopes of minoring in environmental engineering. I'm hoping to get involved with CECOP here at UP, as it's a unique offering and a great opportunity for work/internship experience. My goal is to become a civil engineer, with a possible focus on structures. One of my larger goals is to be involved in the design and implementation of a bridge. I also want to make sure that throughout my work, I emphasize how my work affects the environment and incorporating sustainability and green infrastructure techniques into my work."

Serena Moha

"My name is Serena Moha and I am from Warrenton. I am currently pursuing a master's degree in civil engineering from Oregon Tech. After graduation I plan to work in the transportation field and working towards becoming a professional engineer. At Oregon Tech I am involved with the American Society of Civil Engineers and Institute of Transportation Engineers student chapters. During my free time I enjoy going to the beach, hiking, and spending time with friends and family."



Emily Sofia Dahbura

"My name is Emily Dahbura, and I'm a junior majoring in civil engineering at Oregon State University. I'm truly grateful to be the recipient of the Environmental Engineering Schut Scholarship for the 2024-2025 school year! I've been involved in several clubs at OSU, including Concrete Canoe, ASCE, and most recently, ITE. Currently, I'm an intern at Century West Engineering. It's amazing to learn how facilities for transportation and water are designed. I plan to take the FE exam before I graduate and work towards becoming a professional engineer. I look forward to a career where I can learn from and work with other engineers to help create and enhance infrastructure for local communities."



Baird Quinn

"My name is Baird Quinn and I am entering my fourth year at Oregon State University. I am pursuing an Honors BS in Civil Engineering and Sustainability with a minor in Geomatics Engineering. I love learning about the intersection of civil engineering and our natural world, from surveys that describe the land we live on to designs involving the water and soil around us. I am a current civil and survey intern at KPFF. I hope to integrate sustainable thinking with my education in civil engineering and geospatial science to influence important decisions in the future of our habitation on this planet."

Featured Scholars: In Their Own Words



Alec Hankins

"My name is Alec Hankins, and I am a civil engineering student at Oregon

State University. I am very thankful to be awarded the Kurt Corey Tribute Scholarship for the 2024-2025 year!

I spend my time involved in many student organizations and am an officer of our school's ASCE student chapter and Concrete Canoe club. I have experience working at Oregon City Public Works as part of the utilities and road maintenance crew, interning with Pacific Community Design as a surveyor, and most recently interning with La-Russo Concrete as an estimator and project engineer. In the future, my goal is to become a licensed professional engineer who will contribute to interdisciplinary collaboration between the many fields within engineering and construction."



Cole Mackenzie Hudnall

"My name is Cole Hudnall, I was selected to receive the Civil Engineering/Geomatics scholarship for the 2024-2025 school year. I am pursuing a B.S. in civil engineering with a minor in geomatics at Oregon State.

Currently I am working for the geomatics department doing initial processing of lidar scans and helping collect data from the field. For this summer I am interning with Cascade Timber Consulting finding timber boundaries and blazing lines. Once I graduate, my goal is to become a licensed surveyor here in Oregon. I hope to lay out some awesome projects for my local communities."

Madison Allhiser

"I am a senior at George Fox University studying civil engineering. I am honored and grateful to be receiving this civil engineering scholarship. For the last two summers, I have been an intern at ICM, which is a construction management company in Oxford, Mississippi. In this internship, I worked on multiple projects including the Oxford Police Department, the Ole Miss Softball Stadium, and the Ole Miss Manning Football Performance Center. I plan on attending graduate school next, studying construction engineering. In the future, I hope to be a college professor and/or start a construction management company."



Caitlin McCall Lien

"My name is Caitlin Lien and I am a third-year civil engineering student at Oregon Tech. I have held positions with the Oregon Department of Transportation (ODOT) as a land surveyor and for NKRI Architecture and Engineering as an intern.

Currently, I am a student ambassador for the College of Engineering Dean's Council. I also serve as an Officer for ASCE as Concrete Canoe Captain as well as Treasurer for ITE. I was recently elected as Tau Beta Pi Vice President. I also work as Senior Resident Advisor for Housing and proudly play as a part of the Oregon Tech Women's Golf Team.

In the future, I would like to work for an engineering construction company with diverse projects so that I can work my way to becoming a project manager. Outside of school and work I enjoy spending time outdoors - hiking, skiing, and golfing. As well as spending time with friends and family."

Beyond Band-Aids: How Asset Management Can Save Local Governments

Earlier this year, the State of Oregon received an overall rating of C- grade for its infrastructure by the American Society of Civil Engineers. The rating covers twelve categories ranging from bridges to roads, aviation to ports, and stormwater to wastewater. Of the categories most relevant to local governments, no categories were over a basic C while stormwater, transit, and wastewater were at a subpar solid D+.

This is not a unique story for Oregon. Local governments across the country

struggle with increased turnover of its more experienced staff, diminishing resources, and aging infrastructure that becomes more difficult and expensive to maintain. As a result, the old reactive processes that rely upon outdated paper, spreadsheets, and emails are no longer adequate.

More and more, Public Works leaders are implementing strategic asset management as a way to optimize resources and extend the life of assets. However, implementing a strategic asset

management program is not an overnight endeavor; the implementation of a strategic asset management program is a multi-year journey or constant reflection, prioritization, and change. Providing a roadmap and focus is the Asset Management Maturity Model. This model provides a structured framework for evaluating and improving asset management practices over time. It helps agencies to understand their current capabilities and identify areas for improvement.

For local governments, there are generally a few areas to focus on:

- **Asset Inventory:** Identifying the specific assets, their locations, current condition, and key attributes that can drive decisions.
- **Work Processes:** Standardized work processes for managing assets, documenting work, and tracking use of resources. Focus on proactive preventative maintenance rather than reactive tasks.
- **Performance Tracking:** Establishing Key Performance Indicators (KPIs) for asset performance, maintenance cost, and levels of service (LoS. Compare like asset classes, over time.
- **Decision-making and risk management:** Rely upon data to validate key decisions on budgets, maintenance, and upgrades or replacement. Factor risk and consequence of failure and have justifiable prioritization.
- **Integrations:** An effective strategic asset management program requires integration with teams and systems throughout the organization.

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Beyond Band-Aids: How Asset Management Can Save Local Governments (cont.)

With this in mind, the Asset Management Maturity Model has five levels.

1. **Initial:** This is the starting point where work is reactive and unstructured. Decisions are made upon “experience” or what is the most pressing today. Largely paper-based and there is not an electronic inventory of assets or their key attributes.
2. **Managed:** There is a concerted effort to centralize asset data, become more proactive in work and maintenance, and put standard processes in place for the most critical processes.
3. **Defined:** Asset management processes are formalized and standardized. Data is systematically collected and used in asset and risk planning. Aligned with strategic initiatives.
4. **Strategically Managed:** Highly quantitative and data-driven decisions. Performance measurements are widely adopted and monitored to improve efficiency and asset performance. High levels of accountability.
5. **Optimized:** Fully integrated within the overall organization and with other systems. Focus on innovation and a deep understanding of costs and risk. Leveraging advanced metrics to reach highest levels of performance.

Below is a chart mapping the key elements for each stage.



Moving from the Initial Stage to Optimized is a journey rather than a destination and many agencies never arrive in the fully Optimized stage for all types of assets, especially at the same time. It is important to get started and make a commitment to getting better over time. Create a vision for the agency and bring folks along by creating an understanding of why the organization is moving in this direction. Deemphasize “accountability” to minimize investment and develop processes that are easier for staff and not an administrative burden.

Beyond Band-Aids: How Asset Management Can Save Local Governments (cont.)

To get started, here are some things to keep in mind:

- Don't try to do everything at once; it's a journey, not a point-in-time
- Focus on the assets with the biggest impact
- Don't let perfection get in the way of execution (just get started)
- Create a "complete" inventory of assets (over time)
- Ditch the paper. Today's office is in the field; use technology for real-time data.

For many agencies, pavement is a good place to start because they typically have a complete inventory or use of a data collection firm that may incorporate it as part of capturing Pavement Condition Index (PCI) data. The PCI data gives you a starting point for the assets that you can build off. For many agencies, pavement is the most expensive asset they maintain and will have the most immediate impact to resources.

As agencies embrace the Asset Management Maturity Model, they will see several benefits over time including:

- Improved efficiency: Agencies can see 15% to 20%
- Improved decision making: Working on and investing in the right assets at the right time prevents wasted resources and unnecessary costs.
- Risk management: Not all assets have the same impact. A mature framework minimizes risk and impact of failure.

- Increased accountability: Everyone at every level has a better understanding of how they and the overall organization is performing.

These are changing times for local governments. And while we will never have enough resources and we're seeing fundamental changes in the needs of our assets versus the resources we have available, the Asset Management Maturity Model is a powerful tool for change. By understanding the model and taking a systematic approach to improvement over time, Public Works leaders can make a significant impact in their organizations and communities.

Where are others on the Journey

So where are your neighbors on the Asset Management Maturity Model? Here are some short descriptions from other Oregon agencies.

City of Eugene

Eugene's Public Works Maintenance Department replaced its outdated asset management system, Cassworks, with a custom-built solution known as the Maintenance Management System (MMS). Now in its third iteration, MMS offers both desktop and iPad applications and has expanded to support workflows across multiple city departments, including emergency dispatch, public requests, asset management, preventive maintenance, GIS integration, and more. Notably, MMS replaced Cartegraph for traffic sign management, resulting in \$1 million in licensing savings. The comprehensive reporting and analytics capabilities of MMS further enhance the city's ability to make important data-driven decisions.

The success of this in-house solution is a direct result of the team's efficiency, clear vision, and goal-oriented approach, delivering capabilities that no off-the-shelf product could match. MMS not only streamlines public works operations but also enhances infrastructure maintenance across the city of Eugene.

City of Oregon City

Since early in 2013, the City of Oregon City IT department has been focused on reducing/eliminating on-premises servers and moving toward cloud-based services, primarily with Microsoft Azure. The improved resiliency, as well as the flexibility of hosted servers to modify resources (memory, RAM, etc.) and improve performance makes them more versatile to the needs of the organization than typical on-prem fixed servers that are typically resource-heavy. They are also funded on a pay-as-you-go basis, so budget forecasting is normalized without spikes for hardware replacement. We are utilizing MS Teams, OneDrive, and SharePoint through Office 365 subscriptions

to replace our on-prem network servers that stored decades worth of documents; improving streamlined access and large document sharing with outside organizations/individuals. The process is ongoing, but one of our first applications beyond file management to be deployed in Azure is the Test environment for our Central Square Enterprise Asset Management System (CSEAM, formerly Lucity). Although the work is ongoing, the future is looking bright, more functional, and more secure.

Grant Writing for an Equitable and Inclusive Future

By Sydney Borek Citizen Engineers

Sydney Borek (she/they) has helped public agencies win over \$30M in grant funding and has written 20 federal and state grant applications. They are passionate about helping historically disadvantaged communities receive funding to improve their quality of life, safety, and accessibility. If you need support with writing, researching, or evaluating your grant application, please reach out to Sydney at sydney.borek@citizen-engineers.com.

It is our responsibility as planners and engineers to advance a better quality of life for all. Historically, many transportation projects have divided and harmed many disadvantaged neighborhoods. Even today, it is likely historically disadvantaged communities (HDCs) are overlooked, and it is important to equitably apply transportation funding and improvements to enhance HDCs' quality of life, safety, and accessibility.

Local agencies are already struggling to maintain funding levels for their current commitments, but grants are a way to create meaningful, equitable, and holistic capital projects that can make a difference for their communities. Many federal and state grant opportunities may seem overwhelming with their extensive application needs, high match demands, and complex grant reporting requirements. This is completely understandable. I even tout grant writing as one of my favorite activities, and I still can open a new, complicated notice of funding opportunity and heave a deep sigh.

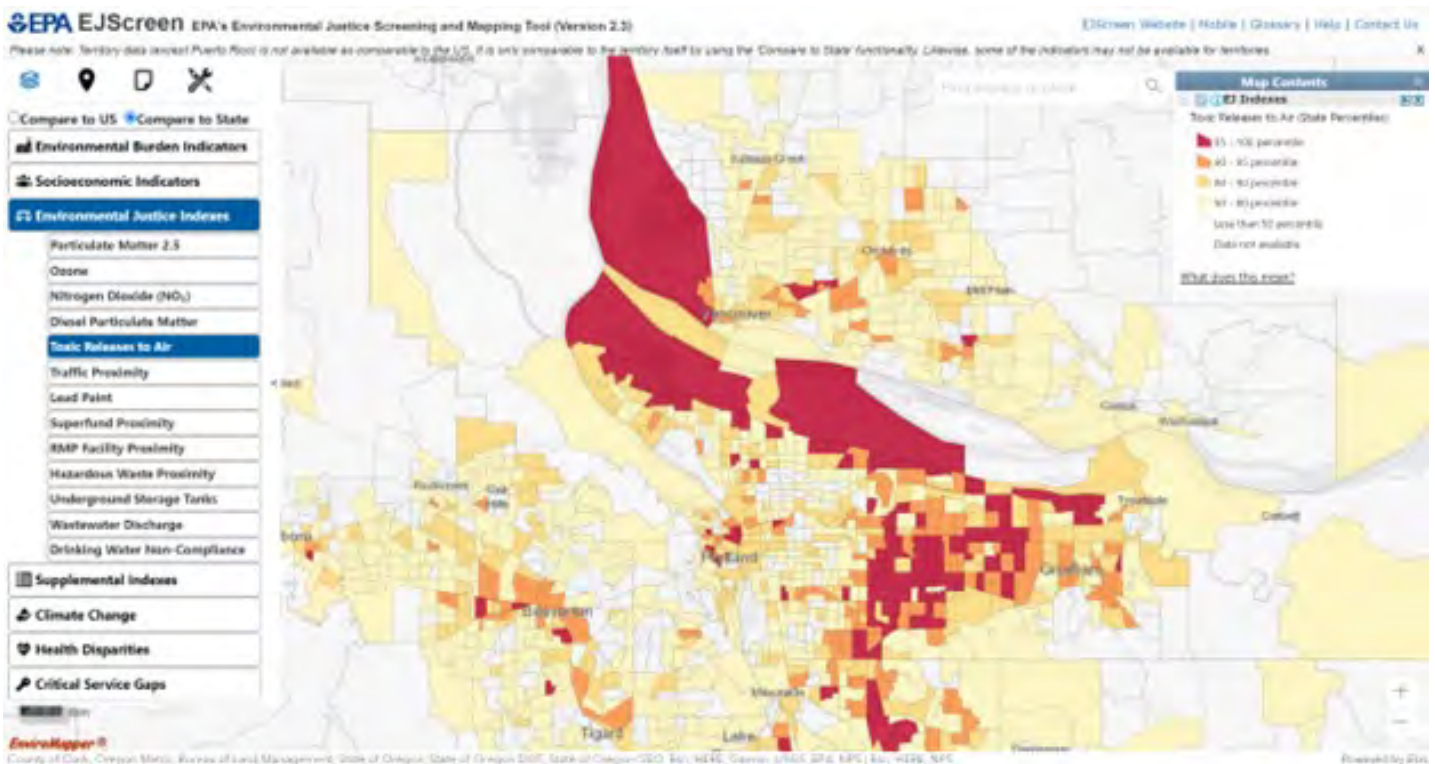


However, as grantors are more and more prioritizing equity in how funds are distributed, combining planning and construction projects with HDCs are an effective way to make grant applications competitive, and improve infrastructure for the most underserved communities. The Rebuilding American Infrastructure with Sustainability and Equity (RAISE) funding opportunity is an example of a grant that supports projects that are focused on improving safety, economic strength and global competitiveness, equity, and climate and sustainability. Most narrative sections of the RAISE grant have an equity component that must be addressed.

The federal government, and states like Oregon and Washington, are very interested in ensuring parts, if not all, of their grant funding is focused on HDCs. Most grant applications will have a section dedicated to equity. Tools such as [EJScreen](#) (Figure 1) and the [Climate & Economic Justice Screening Tool](#) can be highly effective tools for developing data-supported project scopes and solutions that increase grant application scores. These tools combine Census Tract data with environmental data, as many areas that are HDCs are also areas with many environmental burdens. Furthermore, comparing crash data (see [NRSS StoryMap](#)) with HDCs can highlight areas that need safety improvements. For more resources, visit the [USDOT Data and Mapping Tools](#) website for additional tools.

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Grant Writing (Continued)



While these tools can show where HDCs are, direct engagement with these communities is critical to fully understand their needs. Gaining HDC support for construction projects or incorporating HDC engagement into planning initiatives are key elements for creating meaningful projects that positively impact their quality of life. Grantors highly value projects that demonstrate strong community engagement efforts and established connections with community-based organization leaders. These activities enhance understanding of HDC needs and help refine approaches to create more equitable outcomes. I helped a municipal planning organization apply to the Reconnecting Communities and Neighborhoods funding opportunity, and we stressed that through the planning effort, community engagement would be key to identifying what types of projects the community is interested in constructing.

Additionally, grantors like to fund projects that are either specifically outlined in existing planning documents or are

aligned with the goals of the organization or planning documents. Projects that have previously been defined show grantors that the project has been well-thought out and, most likely, has community support. It is important to leverage existing plans and goals, especially if they align with the goals of the grant itself. Reviewers look for projects that demonstrate a clear need and community benefit, especially in HDCs. Highlighting these aspects can significantly boost chances of success.



Storytelling is what ties the data, community engagement, and existing plans all together. **Why does this community need this project?** This is the key question that must be answered and threaded throughout the grant application, with more than one answer. Utilize the goals and criterion of the application. For example, the RAISE grant has multiple goals which I outlined previously. Why does the community need the project for safety and economic strength, as well as equity and sustainability?

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Grant Writing (Continued)

For narratives, if there are specific criterion headings, use those headings in the narrative. This makes it easy for reviewers to find and identify whether the section meets the criterion. Furthermore, work to not repeat information, even if the information answers multiple criteria, and instead point to where reviewers can see the additional information by noting See additional context in Criterion XX. With page limits and word counts, it's necessary to be concise and repeating information will take up space that can be used for other evidence.

To summarize, focusing proposed projects in HDCs can strengthen grant applications by demonstrating a commitment to addressing underserved communities,

which many funders prioritize. Engaging these communities with respect and attentiveness to their needs, builds trust and enhances project credibility. This approach not only supports grant efforts but can also benefit future projects and planning initiatives. Projects in existing plans are more likely to be funded, as they demonstrate previous work completed and community support. Explaining to reviewers why the project improves the community tells a story that can engage them throughout the application and section headings reduce the work they must do to assess the application. Most importantly, highlighting the potential to improve quality of life in these HDCs aligns with funding objectives and increases the likelihood of securing necessary resources for impactful projects.



Get Involved With APWA Oregon

The Oregon Chapter is an association of more than 800 professional engineers, technicians, operations staff, public works directors, business people, contractors, consultants and many others who join together to exchange ideas and information, promote education and training, and work as a team to meet professional and community needs.

The Chapter is run almost entirely by volunteers. To keep doing the great things our chapter does, volunteers work together to plan and execute.

Ways to Get Involved

Step 1. Become an APWA member. More information on becoming a member is on the [Chapter website](#).

Step 2. Find the right spot to plug in. Here are some options:

Join a Committee! Check out Committee Central webpage to see all the Chapter's committees. Contact the Chair to get plugged in.

Street Maintenance & Collection Systems Schools need you!

APWA Oregon Chapter offers Street Maintenance & Collection Systems Schools twice a year; one in the spring and one in the fall. The spring school includes an Equipment ROADeo. Our "School Committee" strives to put together a technical program that offers a minimum of 2.0 CEUs for full attendance at each of the schools. These schools utilize a 20- to 25-member committee for all three disciplines that help in recruiting appropriate speakers and topics for the schools. ODOT T2 is a huge support for these schools and offers Roads Scholars programs for one of the tracks.

Know someone who would exceptionally serve the Chapter? Nominate them for the Chapter Board. Contact John Lewis, former Chapter President, for more details (jmlewis@orc.org).

Have more questions?

Contact Leslie Finnigan (lfinnigan@ufsrw.com) to find out more about joining APWA and getting involved.

Upcoming Events



October 1, 2024, Noon—1 p.m.

Oregon Chapter Luncheon: StreetBond & Thermoplastic Surface Treatments

Bring a lunch and join APWA in Portland to hear from Jeff Glenn, a Senior Account Executive for the Western U.S. with Streetbond.

[Register here](#)

October 15-18, 2024

Pendleton, Wildhorse Resort Casino

As always, Pendleton packs in many activities for attendees to enjoy.

[Conference registration is open!](#)

[Register by October 4, 2024](#)



November 5-8, 2024

Fall Street Maintenance & Collection Systems School 2024

Best Western Agate Beach | Newport, Oregon

More information coming soon!

November 19-22, 2024

Public Works Leadership 2024

Tigard, Oregon

More information coming soon!

Oregon APWA Listings



Looking to fill a position?

Look at what Oregon APWA offers.

- Free listings for public works jobs in the Pacific Northwest.
- Wide range of positions in the public and private sectors.

More information [online](#) or email oregonapwa@gmail.com