

**American Public Works Association  
Oregon Chapter  
The Developing Leader – April 1 - April 4, 2025  
Instructors: Dawn Easley, Jeff Orlandini, Kim Bria, Jeanne Nyquist**

**About the Northwest Public Works Institute (NWPWI)**

The Northwest Public Works Institute is a program of instruction for Public Works leaders who would like to attain a higher degree of proficiency as public works leaders and managers. The Washington and Oregon Chapters of the American Public Works Association (APWA) jointly operate the Institute.

The program consists of 3 courses offered in Oregon and Washington that, taken in their entirety, provide public works professionals with essential skills needed to advance in supervisory and management positions up to and including Public Works Director.

Upon successful completion of all 3 courses, participants are awarded a certificate by the national American Public Works Association. The certificate is recognized by public works agencies across the nation as evidence of a commitment to professional development.

**Developing Leader - Target Audience and Format**

The Developing Leader is one of the three courses in the NWPWI. This workshop is designed to develop leadership skills for supervisors, managers and team leaders to enable them to hit the ground running . . . in the right direction. Training content is focused on providing leadership in public works organizations, helping leaders to develop skills to lead and manage infrastructure programs and services including:

- Transportation
- Water
- Wastewater
- Stormwater
- Parks and Grounds
- Facilities and Fleet

Learning is supported by training content and interactive exercises, case studies, and class projects related to management of public works infrastructure facilities and programs. Instructors are all public works practitioners with extensive experience managing public works programs in Oregon.

Following is an agenda for the Developing Leader.

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**W- Water / WW – Wastewater**

Time			<b>DAY ONE – April 1</b>	Lead
7:00	-	8:00	Registration & Breakfast Buffet	Jessica Carpenter
8:00	-	9:30	Welcome, Introductions and Icebreaker <ul style="list-style-type: none"> <li>Participants introduce themselves</li> <li>Share their position &amp; responsibilities, including transportation water, wastewater, storm, parks</li> </ul> <b>W- Water 1.5 / WW – Wastewater 1.5</b>	
9:30	-	10:15	Characteristics of an Effective Leader and role of the front-line leader <ul style="list-style-type: none"> <li>Overview of first line supervision in transportation, water, wastewater, storm, parks</li> </ul> <b>W- Water .75 / WW – Wastewater .75</b>	Jeff Orlandini
10:15	-	10:30	Break	
10:30	-	12:00	<b>Command Yourself - Serve Others</b> <ul style="list-style-type: none"> <li>Administer and interpret results of Kiersey-Bates Temperament Sorter to provide insight into individual leadership styles and impact on team dynamics</li> <li>Participant teams are formed based on cross-section of various leadership styles and disciplines including transportation, water, wastewater, storm, parks. Discuss leadership challenges &amp; coordination between disciplines.</li> </ul> <b>W- Water 1.5 / WW – Wastewater 1.5</b>	Kim Bria Jeff Orlandini
12:00	-	1:00	Lunch	
1:00	-	1:45	<b>Team With Great People</b> <ul style="list-style-type: none"> <li>Lecture to introduce stages of team development and team development process</li> <li>Class discussion of leadership challenges and solutions in the public works environment including coordination between transportation, water, wastewater, stormwater, parks</li> </ul> <b>W- Water .75 / WW – Wastewater .75</b>	Dawn Easley
1:45	-	2:30	Problem Solving & Decision Making Styles <ul style="list-style-type: none"> <li>Lecture to introduce various problem solving and decision making styles</li> <li>Interactive exercise to apply decision making styles to a variety of public works situations, including responding to trench cave in (water, ww, storm), purchasing backhoe (water, ww, storm), hiring a new team member (water ww storm), maintaining facilities (water, ww), etc.</li> </ul> <b>W- Water .75 / WW – Wastewater .75</b>	Marc Huls
2:30	-	2:45	Break	
2:45	-	5:00	Team Problem Solving Exercises	Dawn Easley

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			<ul style="list-style-type: none"> <li>Teams conduct two table top exercises to practice team problem solving and decision making and to understand team dynamics.</li> <li>The first exercise can be solved using discussion and prioritization. Practical application - managing an emergency.</li> <li>The second exercise is a higher degree of complexity involving many variables. Using a matrix or other visual tool is required to manage the data and evaluate the different possibilities. Practical application - planning/problem solving.</li> </ul>	Kim Bria
5:00	-	5:15	<b>Leadership Self Assessment</b> <ul style="list-style-type: none"> <li>Distribute leadership self-assessment handout and instruct participants to complete self-evaluation to identify strengths and areas for development in public works management including transportation, water, wastewater, storm, parks.</li> <li>Participants are instructed to pay attention to their strengths and areas for development throughout the rest of the class and then reflect on them during the final session in which they set goals and plan their careers.</li> </ul>	Kim Bria
5:30	-	6:30	Get Acquainted social - no host - Owl's Nest, Sunriver Lodge (Optional)	
6:30	-	7:30	Dinner	
7:30	-	8:30	<b>Supervision – Is It For Me? Discussion at Fireside Room (Optional)</b> <ul style="list-style-type: none"> <li>Lecture and participative discussion to help participants understand and evaluate the considerations of taking on a leadership assignment in public works. Practical examples from transportation, water, wastewater, stormwater, parks</li> </ul> <b>W- Water 1 / WW – Wastewater 1</b>	Dawn Easley

Time			<b>DAY TWO – April 2</b>	Lead
7:00	-	8:00	Breakfast Buffet	
8:00	-	10:15	<b>Organizational Behavior – Vision and Values</b> <ul style="list-style-type: none"> <li>Lecture to introduce importance of Mission, Vision, Values in leading an organization</li> <li>Interactive exercise – Each participant completes a personal 'coat of arms' to identify their mission, vision, values</li> <li>Participant teams share their work and collaborate to identify common values in public works organizations</li> <li>Presentation and discussion of goal setting and employee motivation in a public works environment. Examples and practical</li> </ul>	Jeff Orlandini

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			application in various disciplines including transportation, water, wastewater, stormwater, parks. <b>W- Water 2.25 / WW – Wastewater 2.25</b>	
10:15	-	10:30	Break	
10:30	-	12:15	Be an Excellent Communicator - Communication Skills for the Developing Leader <ul style="list-style-type: none"> <li>Lecture and interactive exercises on fundamentals in communication</li> <li>Participants practice holding a conversation to correct employee behavior using public works situations w/examples from public works situations including transportation, water, wastewater, stormwater, parks</li> </ul> <b>W- Water 1.75 / WW – Wastewater 1.75</b>	Jeff Orlandini Dawn Easley
12:15	-	1:15	Lunch	
1:15	-	3:30	Conflict Management Styles and Skills <ul style="list-style-type: none"> <li>Interactive exercise to illustrate conflict dynamics within public works organizations.</li> <li>Discussion of competitive vs. cooperative/collaborative conflict resolution in a public work environment.</li> <li>Presentation of conflict management principles and process</li> <li>Practical example of conflict in resource competition/conflict between transportation, utilities, parks</li> </ul>	Kim Bria
3:30	-	3:45	Break	
3:45	-	5:15	Shaping your organization's culture Interactive exercise to experience and discuss differences in background and perspective in a public works organization	Kim Bria Jeanne Nyquist
6:30	-	7:30	Dinner	
7:30	-	9:00	Video & Discussion - Brown Eyes/Blue Eyes - Fireside Room (Optional)	Jeff Orlandini

Time			<b>DAY THREE – April 3</b>	Lead
7:00	-	8:00	Breakfast Buffet	
8:00	-	9:30	Leading the Multi-Generational Workforce Lecture and interactive discussion examining the generational dynamics of the workforce in public works agencies.	Jeff Orlandini
9:30	-	10:15	Interviewing Skills - Part 1 Presentation on the interviewing process from perspective of the interviewer as well as the interviewee	Jeff Orlandini Marc Huls
10:15	-	10:30	Break	
10:30	-	11:15	Interviewing Skills - Part 2	Jeff Orlandini

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			Participants pair up and practice interviewing skills using potential public works related questions for jobs in transportation, water, wastewater, stormwater, parks <b>W- Water .75 / WW – Wastewater .75</b>	Marc Huls
11:15	-	12:00	What are YOUR 'burning issues'? <ul style="list-style-type: none"> <li>Participants submit topics for panel discussion</li> <li>Topics include issues managing/operating transportation, water, wastewater, stormwater, parks</li> </ul> <b>W- Water .75 / WW – Wastewater .75</b>	Panel Discussion All instructors
12:00	-	1:00	Lunch	
1:00	-	1:45	Stress Management <ul style="list-style-type: none"> <li>Presentation and discussion of leadership strategies for managing stress.</li> </ul>	Kim Bria
1:45	-	3:15	Hike (weather dependent)	Dawn Easley - hike master
3:15	-	5:00	Leading the Safety Culture <ul style="list-style-type: none"> <li>Role of the leader in ensuring a safe work environment</li> <li>Participants review case study of public works department with accident history and recent serious accidents – stormwater, water trench cave in, work zone traffic control violations, etc.</li> <li>Participants identify issues and develop recommended solutions</li> </ul> <b>W- Water 1.75 / WW – Wastewater 1.75</b>	Jeff Orlandini
Evening			Night off - no organized dinner; this is your opportunity to enjoy the local restaurants	

Lead			<b>DAY FOUR – April 4</b>	Lead
7:00	-	8:00	Breakfast Buffet	
8:00	-	9:15	Act with Integrity: Ethics for the Developing Leader <ul style="list-style-type: none"> <li>Presentation and interactive discussion of ethical guidelines and the role of the public works leader in establishing ethical practices and behaviors in the workplace.</li> <li>Review of ORS requirements and ethics for public works</li> <li>Table top exercise – participants review actual Oregon Ethics Commission cases and develop opinions on whether or not the complaint constituted a violation of the rules. Sample cases are public works related.</li> </ul> <b>W- Water 1.25 / WW – Wastewater 1.25</b>	Dawn Easley
9:15	-	10:00	Make a Difference: Career Strategies & Action Planning for the Developing Leader <ul style="list-style-type: none"> <li>Presentation of career planning and goal setting strategies</li> <li>Individuals reflect on experience of past 4 days and complete</li> </ul>	Marc Huls Dawn Easley

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			worksheets to identify professional goals and action plans	
10:00	-	10:15	Break	
10:15	-	2:00	Final Project: working lunch with box lunches available <ul style="list-style-type: none"> <li>• Participants plan final project, implementing team process skills presented during the class. (Includes working lunch)</li> <li>• Teams build and sail a raft using materials provided and illustrating the phases of a public works project – Plan, Build, Operate, Maintain</li> <li>• Assignment includes assessment of site and planning for environmental impact to waterway (stormwater) and wildlife.</li> <li>• Instructors evaluate team performance in implementing leadership skills presented during the 4 days of instruction, including emphasis on safety in a public works environment</li> </ul> W- Water 3.75 / WW – Wastewater 3.75	All instructors Lead: Dawn Easley
2:00	-	2:45	Wrap up - Final project cleanup and debrief	All Instructors

Total requested CEUs:

18.5 Hours / 1.85 CEUs – Water

18.5 Hours / 1.85 CEUs – Wastewater