APA-RI 2020

Five-Year Strategic Plan of Development

APA-RI 2020 presents an approach to advance APA Rhode Island over the next five years. The intent is to set and establish initiatives and leading priorities for the Rhode Island Chapter. This plan also serves as a tool to ensure that our operations and activities directly relate to and support our mission and goals.

FINAL DRAFT FOR ADOPTION: November 2015

APA-RI
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North Scituate, Rhode Island 02857

http://www.rhodeislandapa.org/
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Executive Summary
The National American Planning Association (APA) has established 10 performance criteria (see Appendix A) for its 47 chapter subsidiaries. The second of these criteria is preparation and maintenance of a long-range development plan (i.e., strategic plan) for submission to APA once every five years. American Planning Association Rhode Island Chapter Five-Year Strategic Plan of Development (APA-RI 2020) is the Rhode Island Chapter’s long-range development plan and will take the place of the Chapter Work Plan 2014 - 2017.

APA-RI 2020 describes our Chapter (see “About APA-RI”) and the context in which it functions (see “Planning Context”). Our Chapter’s mission and long-range work program are then discussed in the section entitled “Mission, Vision, Goals, and Objectives.” This section intends to clarify the nexus between our aspirations and actions. This section also lays out the framework on which we will establish annual work plans over the next five years.

APA-RI 2020 was developed through a facilitated planning process, which included outreach to our membership through broadcast email and four strategic planning workshops. One of these workshops was held during our annual Chapter breakfast at the 2015 Southern New England American Planning Association Conference (SNEAPA) and was attended by over 30 members of our Chapter. Attendees of the workshop series collaborated to analyze the strengths and weaknesses of our Chapter as well as upcoming opportunities and concerns. Seven areas of focus were established for the next five-year period:

- **Street Cred**—Create a “seat at the table” for APA-RI in working with the Rhode Island General Assembly, Rhode Island Builders Association and others.
- **Spread the Word**—Build on the current use of social media and other forms of communication to promote planning principles and planning-related events.
- **Enlightenment**—Engage and build on our diversity of membership to expand the knowledge of planning boards and the general public about sound planning.
- **Fun Stuff**—Continue to bring intellectually stimulating and engaging networking opportunities through conferences like SNEAPA and social events such as the annual holiday party and summer get-togethers.
- **Get a Clue**—Continue to spearhead lifetime learning opportunities through certificate maintenance opportunities, cutting-edge technical training, AICP training, and support the reintroduction of a planning school in Rhode Island.
- **Get It Done**—Make projects happen through APA-RI’s knowledge base and through grants and grant making.
- **Reach Out**—Stay well connected with APA National and build our connections outside of Southern New England, especially with the Northern New England chapters.

APA-RI 2020 is meant to be flexible. Each year, it is to be reviewed and adjusted as needed as part of the work planning process. At the completion of its five-year term, APA-RI 2020 should be fully reevaluated and updated for the next five year cycle.
Purpose and Background

This section of the American Planning Association Rhode Island Chapter Five-Year Strategic Plan of Development (APA-RI 2020) describes the need for a strategic plan and gives general background on APA-RI.

Purpose of APA-RI 2020

APA National requires each of its chapters to develop a strategic plan and update it on a five-year or more frequent basis. It's for a good reason. The strategic planning process helps to ensure that our operations and activities directly relate to and support our mission and goals; and the completed strategic plan then serves our chapter as a guide for action.

Therefore, the purpose of APA-RI 2020 could be described as follows:

- Assess the Chapter’s current condition.
- Confirm and articulate the Chapter’s mission.
- Reaffirm the membership’s support of those areas in which the Chapter is performing well.
- Identify specific areas in need of improvement.
- Provide a realistic long-range work program to guide implementation of activities which will support strong and strengthen weak Chapter program areas and services.
- Establish accord with APA National requirements.

About APA-RI

APA-RI is one of 47 chapters of the American Planning Association and is a nonprofit public interest and research organization dedicated to urban, suburban, regional and rural planning. A key role for APA-RI is to support professional development of its members through professional education and networking events (e.g., conferences). APA-RI also advocates for well-considered community planning and development through involvement in state and national policy forums, coordination with allied professionals, and development of technical resources to support its membership.
An Executive Board governs the chapter. Four of the chapter board positions are elected every two years by the chapter membership (President, President-Elect, Secretary, Treasurer). The remaining chapter board members are appointed positions and include the Professional Development Officer and committee chairs. The Executive Board meets monthly to manage chapter business, such as requests for certification maintenance credits, event planning, legislative priorities, etc.

The APA-RI has established and maintains a chapter website, which, along with general chapter communications, publishes the following:

- Annual work plan, bylaws, financial reporting
  (http://www.rhodeislandapa.org/chapter-info/chapter-by-laws-and-budget/)
- Newsletters and planning news
  (http://www.rhodeislandapa.org/news/newsletter/)
- List of chapter officers and board members
  (http://www.rhodeislandapa.org/chapter-info/chapter-board/).

APA-RI regularly distributes broadcast emails to its membership regarding conferences, educational opportunities and monthly chapter meetings.

Our chapter membership…
Is made up of over 150 planners at all government levels as well as private consultants, local planning board members, landscape architects, environmental scientists, lawyers, engineers, professors, students and other professionals dedicated to sound planning principles. Expanding our membership is a priority to strengthen our chapter.
Planning Context
A key feature of any plan is the context in which it is intended to function, that is to say, the people we work with and support and those issues which are of common priority to them and our chapter. This section of APA-RI 2020 discusses APA-RI’s relationship to:

- APA National
- New England and other Region 1 chapters—especially Connecticut and Massachusetts
- Rhode Island state agencies
- Rhode Island city and town governments
- Affiliated groups - professional organizations and nonprofits with related missions

This section also discusses who our chapter represents, i.e., our existing membership.

Relationship of the Rhode Island Chapter to APA National
APA National is an independent, not-for-profit educational organization that provides leadership in the development of vital communities. The American Planning Association was created in 1978 by the consolidation of two separate planning organizations, but its roots go all the way back to 1909 and the first National Conference on City Planning in Washington, D.C. As described in its 2015 Plan of Development, APA National has established the following mission:

The American Planning Association provides leadership in the development of vital communities by advocating excellence in planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

Region 1 Chapters
APA - Region 1 consist of nine states. Region 1 represents Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, and Pennsylvania. Region 1 also extends into Canada and represents planners from Ontario, Quebec, and Maritime Provinces.
In 2015, Region 1 held a conference in Saratoga Springs, New York with the theme of getting ahead of the future.

The Southern New England Chapters include Massachusetts, Connecticut, and Rhode Island. APA-RI enjoys a particularly close relationship with the Connecticut and Massachusetts chapters of APA. Each year, we participate in the Southern New England American Planning Association (SNEAPA) Conference. SNEAPA is an annual 2-day planning conference, hosted by the Connecticut, Rhode Island, and Massachusetts chapters of APA. The conference draws over 500 planners, landscape architects, architects, engineers, academics, students and others. Hosting of the conference rotates from state to state and is therefore held in Rhode Island on a triennial basis. SNEAPA represents APA-RI’s primary source of revenue for chapter activities.

The Northern New England chapters include Maine, New Hampshire, and Vermont. This regional group of APA chapters is an important opportunity for Rhode Island to form a closer relationship with and collaborate on issues and conference events.

Rhode Island Affiliated Organizations

Planners come from many walks-of-life and APA-RI partners itself with a wide range of professional, governmental, academic, and advocacy organizations. Three key examples are discussed below. APA-RI is constantly working to strengthen our existing affiliations as well as establishing new relationships with allied organizations.
The Rhode Island Division of Planning consists of two main components: the Statewide Planning Program, and the Water Resources Board. The Rhode Island Statewide Planning Program prepares and maintains plans for the physical, economic, and social development of the state, encourages their implementation; and coordinates the actions of state, local and federal agencies and private individuals within the framework of the state’s development goals and policies. The Statewide Planning Program consists of the State Planning Council and staff who specialize in land use, comprehensive planning, GIS, transportation and other related topics.

The State Planning Council oversees the Statewide Planning Program’s work. The Council adopts goals and policies related to planning, most of which are contained within individual plans, which are elements of the State Guide Plan.

There are 26 members of the State Planning Council representing a range of interests. Currently, the APA-RI vice president serves as a public member of the State Planning Council on a five-year term that is set to expire in 2020.

Grow Smart RI

Grow Smart RI provides statewide leadership for diverse public and private interests seeking sustainable and equitable economic growth by advocating for compact development in revitalized urban, town, and village centers balanced with responsible stewardship of our region’s natural assets – farmland, forests, the coastline, and the Bay. They inform leaders, decision makers, and concerned citizens about the many benefits of compact development and asset stewardship and provide research and training on proven smart growth strategies. Grow Smart RI convenes broad coalitions that advocate policy reforms and specific projects designed to build communities where all people and businesses can thrive. APA-RI regularly attends and supports Grow Smart RI events.

Rhode Island League of Cities and Towns

Associations like the Rhode Island League of Cities and Towns exist in 49 states and were originally formed for the purpose of representing municipal government interests before the state legislature. This role has expanded to include representation before the executive and state administrative agencies as well as the provision of technical assistance, information sharing, and training to assist municipal officials in fulfilling their responsibilities. An important and highly visible function of the RILCAT is its annual conference. APA-RI has been an exhibitor at the annual RILCAT conference in 2013 and 2014.
Mission, Vision, Goals and Objectives
The heart of a strategic plan is the mission statement, vision, goals, and its implementation objectives. This section is written to clearly establish a direction forward for our chapter and the means by which we will pursue that direction.

Chapter Mission Statement
APA-RI has established the following mission:

> Positively shape the planning profession by providing a forum for the understanding and application of sound planning principles within the State of Rhode Island and to provide leadership in the development of vital communities by advocating and recognizing excellence in community planning.

Our intent in this strategic plan is to describe how we will achieve our mission through advocacy, networking, outreach and professional development.

Chapter Vision
As part of a visioning exercise, members of APA-RI identified seven areas of focus. We also developed SWOT (strengths, weaknesses, opportunities, and threats) analyses for each area. The seven areas of focus are:

- **Street Cred**—Create a “seat at the table” for APA-RI in working with the Rhode Island General Assembly, Rhode Island Builders Association and others.
- **Spread the Word**—Build on the current use of social media and other forms of communication to promote planning principles and planning-related events.
- **Enlightenment**—Engage and build on our diversity of membership to expand the knowledge of planning boards and the general public about sound planning.
- **Fun Stuff**—Continue to bring intellectually stimulating and engaging networking opportunities through conferences like SNEAPA and social events such as the annual holiday party and summer get-togethers.
- **Get a Clue**—Continue to spearhead lifetime learning opportunities through certificate maintenance opportunities, cutting-edge technical training, AICP training, and support the reintroduction of a planning school in Rhode Island.
- **Get It Done**—Make projects happen through APA-RI’s knowledge base and through grants and grant making.
- **Reach Out**—Stay well connected with APA National and build our connections outside of Southern New England, especially with the Northern New England chapters.

Five-Year Goals
As a starting point we have established the following five-year goals for APA-RI:

A. Reestablish 501(c)(3) status with the Internal Revenue Service.
B. Work closely with Roger Williams University, University of Rhode Island, and Rhode Island College to reintroduce a Rhode Island school of planning for graduate studies.
C. Continue our strategic planning process to keep our strategic plan a living and forward-moving document.

D. Continue to provide excellent learning and networking events such as SNEAPA, brownbag trainings as well as the holiday party, summer get-together, and awards events. Explore opportunities for a New England planning conference and planning-related conferences with our affiliates like Grow Smart RI.

E. Continue to participate in our affiliates events like the Rhode Island League of Cities and Towns annual conference.

F. Establish liaisons to improve outreach to planning boards through one-on-one meetings.

G. Reach out to the Rhode Island General Assembly by hosting a relationship-building event such as a legislative breakfast.

H. Use our website as a springboard for enhancing our social media presence. For example, consider establishing a blog.

I. Create a Rhode Island Planning Think Tank that works as a clearinghouse of information for members of APA-RI.
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Compendium of Key Documents and Chapter Performance Criteria
Chapter Performance Criteria

1. Mission Statement: Each chapter shall develop a mission statement, which defines the chapter’s core function(s) or purpose(s) and submit to APA staff.

2. Long-Range Development Plan: Each chapter shall prepare and maintain a long-range development plan and submit to APA staff at least every five years.

3. Annual Work Plan: Each chapter should prepare an annual work plan, which identifies outcome-based goals for the coming year(s), based on the mission statement and the long-range development plan. This work plan can be a listing of goals and objectives, much of which correspond to these criteria and shall be submitted to APA staff.

4. Bylaws: Each chapter shall operate under a current set of bylaws. Chapters shall review their bylaws no less than once every four years and update as needed. These bylaws shall be sent to APA staff.

5. Financial Report: Each chapter must prepare and submit the financial report (including any required IRS forms, such as IRS Form 990) for the previous (or most recent) fiscal year to APA staff annually. The report shall include the identification of all sources of income as well as expenditures.

6. Annual Business Meeting: Each chapter must hold a business meeting annually in person or via electronic communications.

7. Leadership Meetings: Each chapter must send its chapter president or proxy to at least one of the two leadership meetings held in any given calendar year.

8. Communications: At least three (3) times per year, each chapter shall distribute to its members and APA staff, a newsletter or comparable form of communication that focuses on current information and concerns relevant to its chapter. This communication may be in an electronic form.

9. Brand Identity: Chapter publications shall be consistent with the APA Brand Identity for logos and signatures; letterheads; and newsletter mastheads.

10. Chapter Officers: Each chapter shall provide and maintain a current list of all chapter officers to APA staff.
ARTICLES OF INCORPORATION OF
THE AMERICAN PLANNING ASSOCIATION
1978
As Amended 1985
Pursuant to the District of Columbia Non-profit Corporation Act:

ARTICLE ONE
The name of the corporation is The American Planning Association (hereafter "the Association").

ARTICLE TWO
The period of duration is perpetual.

ARTICLE THREE
The Association is organized exclusively for charitable, educational, literary and scientific research purposes to advance the art and science of planning and the activity of planning -- physical, economic and social -- at the local, regional, state and national levels; the objective of the Association is to encourage planning that will contribute to public well-being by developing communities and environments that meet more effectively the needs of people and of society.

These purposes and objectives will be served through the association of professional planners, members of commissions and boards, elected government officials, public administrators, and others who participate in making or administering community plans; the assembly and dissemination of information; the conduct of conferences and training programs; the performance of objective research; the publishing of magazines, journals, technical monographs, and books; the development of programs for the examination and continuing education of professional planners; the promulgation of standards for the ethical performance of officials and professionals; the development of high standards for professional practice, competency, and education; and furthering, in all proper ways, the interests of the public in planning.

ARTICLE FOUR
The Association shall include within it an Institute for the national certification of professional planners to be known as "The American Institute of Certified Planners," the initial members of which shall consist of persons who are members of the corporation who, in addition, are Full Members of American Institute of Planners who have passed the written examination of American Institute of Planners and are eligible to become Full Members of American Institute of Planners subject only to "Final Review" of their applications by the National Membership Standards Committee of American Institute of Planners, in accordance with the Bylaws of American Institute of Planners as in effect immediately prior to the issuance of the Certificate of Incorporation of American Planning Association. The qualifications for certification by and membership in the American Institute of Certified Planners, professional ethics, professional standards, educational requirements for certification, advocacy in behalf of professional planners and all other matters of qualification, experience and training of and for professional planners shall be determined solely by the Commission of American Institute of Certified Planners, which shall consist of members of the Institute elected to office from among the candidates nominated by the Institute pursuant to the Bylaws of the Institute. One Institute member shall be elected as President of the American Institute of Certified Planners, and Commissioners shall be elected by the membership of the Institute. The Commission of the American Institute of Certified Planners shall have the sole and exclusive rights to all materials (including, but not limited to: examinations, educational requirements for certification, reference rules, professional qualification, reference symbols, insignia, initials, and all other indicia related to certification, ethical codes for professional planners, etc.) related to the matters within their sole determination, and the sole and exclusive power and authority to establish Bylaws for the American Institute of Certified Planners, dues,
fees and assessments for the Institute, and to make or authorize any contracts, conveyances, transfers, exchanges, loans, grants and other transactions incident to their reserved rights and powers.

ARTICLE FIVE
Other institutes, with Commissioners, may be formed from time to time upon a vote of the majority of the membership of the Association, which vote shall be taken either as a result of petition signed by 5% of the membership of the Association or as a result of a resolution approved by majority of the Board of Directors of the Association.

ARTICLE SIX
The Association shall not issue shares or certificates of stock, but it shall have members. Except as provided in ARTICLE FOUR, the classes of members, the manner of election or appointment and the qualifications and rights of the members of each class shall be determined in accordance with the Bylaws.

ARTICLE SEVEN
The Board of Directors shall be constituted by thirteen (13) Directors as follows, except that Directors elected prior to the adoption of the amended Articles of Incorporation shall complete the terms of office to which they were elected:

A. One (1) of the thirteen (13) Directors shall be the President of the Association, whose term of office as President shall be two (2) years.
B. One (1) of the thirteen (13) Directors shall be the President-Elect or in alternate years the Immediate Past President of the Association, the terms of office of which shall be one (1) year each.
C. One (1) of the thirteen (13) Directors shall be the President of the American Institute of Certified Planners whose term of office shall be two (2) years.
D. Six (6) of the thirteen (13) Directors shall be nominated from electoral regions and elected for four-year terms.
E. Four (4) of the thirteen (13) Directors shall be elected for four-year terms by vote of all members of the Association. Two (2) of these four (4) Directors may be nominated based on special eligibility requirements established by the Board at the time of appointment of a nominating committee to ensure greater opportunity for representation of groups which, in the Board’s judgment and discretion, are determined to be inadequately represented.
F. Elections shall be held every other year. To the extent not determined by these Articles, the manner of election or other qualification for Directors shall be determined in accordance with the Bylaws of the Association except that the manner of nomination and qualification of the President of the American Institute of Certified Planners shall be as determined by the Bylaws of the Institute.

ARTICLE EIGHT
No part of the income or assets of the American Planning Association shall inure to the benefit of, or be distributed to, its Directors, Officers, or other private person, except that The American Planning Association shall be empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in ARTICLE THREE. Upon any final dissolution of this organization, all assets remaining after payment of debts will be paid over to an organization which itself is exempt from Federal income tax under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).
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1. GENERAL

1.1 General: Name
The name of the Corporation is The American Planning Association. It is referred to in these Bylaws as "the Association" or as "APA."

1.2 General: Articles of Incorporation
The Association is organized as a Not For Profit corporation. The Articles of Incorporation shall be published as a preface to these Bylaws, except for those articles specifying the incorporators and initial Board of Directors.

1.3 General: Purpose
The purpose of the Association shall be as stated in Article Three of the Articles of Incorporation.

1.4 General: Seal
The official seal of the Association shall bear its name and the year 1978, in which it was organized.

1.5 General: Address of Record
A member's "address of record" shall be the address provided to the National Office of the Association.

1.6 General: Publication of the Association
A "publication of the Association" shall mean any publication that is mailed to all members of the Association at their address of record, without special charge.

1.7 General: The American Institute of Certified Planners
A subsidiary institute of the Association is the American Institute of Certified Planners. It is referred to in these Bylaws as "AICP."

1.8 General: Member Definition
Unless otherwise noted or modified, the terms "member" and "members", when used in these Bylaws, refer to the membership in the Association.

1.9 General: Board of Directors Definition
Unless otherwise noted or modified, the terms "Board," "Director" and "Directors" when used in these Bylaws, refer to the Board of Directors of the Association, consistent with Section 4.1.

2. MEMBERS

2.1 Members: Eligibility
Any person may be a member of the Association whose work or interest is in furthering the purpose of the Association. No test of professional qualifications shall be required to Association membership and members shall not refer to their membership in any manner that signifies such qualifications.

2.2 Members: Dues
The Board of Directors shall establish the rates of APA dues from time to time. APA dues shall not be used to subsidize the activities of any Institute of the Association which are within the exclusive interest and authorization of such Institute. The Board shall authorize the collection of additional dues from members of an Institute of the Association as requested by the Commission of the Institute. The Board shall also authorize the collection of dues or fees from members of the Chapters and Divisions at such rates as may be duly established respectively by the Chapters in accordance with Section 8.11 and by the Divisions in accordance with Sections 9.1 and 9.2.

2.3 Members: Annual Meeting
The Board of Directors shall approve the place, date and time of the Annual Meeting of the members to be held during the annual conference of the Association in March or April of each calendar year. The Annual Meeting shall include a presentation of a report of the state of planning and of the Association and hear the views of members.

2.3.1 Members: Annual Meeting: Notice of Annual Meeting
The Executive Director shall notify members of the place, date and time of the Annual Meeting in a publication of the Association, or by another communication that is mailed to each member at least two months before the meeting.

2.4 Members: Special Meetings
A Special Meeting of the members may be called by the President, by a majority of the Board of Directors or by a petition signed by at least 200 members of the Association. The place, date and time shall be set by the President or by the Board. Notice of a Special Meeting shall be transmitted to members as in Section 2.3.1 and shall include a statement of the purpose of the Special Meeting.

2.5 Members: Termination and Reinstatement
Members may be terminated for dues delinquency or any violation of the Bylaws of the Association. Membership may be reinstated subject to such conditions as may be established by the Association.

3. INSTITUTES OF THE ASSOCIATION

3.1 Institutes: The American Institute of Certified Planners
The Commission of the American Institute of Certified Planners shall adopt Bylaws for the governance of AICP in conformity with the Articles of Incorporation. The Bylaws of AICP shall be published with the Bylaws of the Association.

3.2 Institutes: Other Institutes with Commissioners
Other Institutes, with Commissioners, may be formed from time to time upon a majority vote of the members of the Association, which vote shall be taken either as a result of a petition signed by five percent of the membership of the Association or as a result of a resolution approved by a majority of the Board of Directors.

3.3 Institutes: Other Institutes without Commissioners
The Board of Directors may agree to an association with other national organizations provided that the Board determines that:

(a) The purposes and activities of these organizations are consistent with those of the Association; and
Systematic communication between the Association and those organizations, including the required exchange of views on policies and programs, is of value to the Association.

Associated organizations may be styled or named as "Institutes", but not represented as Institutes of the Association. Associated organizations will not participate in the governance of the Association. Any services to be provided to an associated organization shall not be subsidized by the Association.

4. BOARD OF DIRECTORS

4.1 Board of Directors: Powers and Composition

The affairs of the Association shall be managed by a Board of Directors. The Board of Directors, consistent with the Articles of Incorporation, shall include thirteen members of the Association and shall be constituted as follows:

(a) The two elected officers of the Association identified in Section 5.1 of these Bylaws.

(b) Four Directors shall be elected At-Large by the Association. Of these, one shall be elected pursuant to the criteria permitted in Section 6.2.1(a), and one may be elected from among candidates who meet the criteria of Section 6.2.1(b).

(c) Six Directors shall be elected from the Electoral Regions of the Association described in Section 6.1, and elected by members whose address of record is within the applicable Electoral Region.

(d) One Director shall be elected At-Large by the Association and shall be the President of AICP, having been nominated by AICP pursuant to the Bylaws of AICP.

4.2 Board of Directors: Terms of Office

Five Directors shall be elected biennially and the ten elected Directors shall serve four-year terms on a staggered basis. The terms of elected directors shall commence on January 1 of even numbered years. The term of the AICP President shall be concurrent with that of the APA President.

4.2.1 Board of Directors: Terms of Office: Lifetime Term Limits

No member may serve more than one term as APA President, one term as AICP President, and two terms each on the Board of Directors and AICP Commission.

4.3 Board of Directors: Meetings

There shall be at least two regular meetings of the Board of Directors in any calendar year at times and places to be determined by the President. One of these meetings shall be held in conjunction with the Association’s Annual Meeting. Reasonable notice shall be given of such meetings, and the Executive Director shall use all practical means to give the earliest effective notice of such meetings. On reasonable notice, special meetings may be held at a location designated by the President or by telephone conferences or equipment of similar communications by means of which all Directors participating in the meeting can hear each other. A majority of the members of the Board of Directors may convene a meeting of the Board by giving reasonable notice to the other Board members, which notice shall state the time and place of said meeting. The Executive Director, in consultation with the President, shall prepare the agenda for Board meetings. The Chair shall restate the motion before a vote is taken, and shall state the maker of the motion and the name of the supporter. A roll call vote shall be taken if any Director so requests. A tie vote shall result in failure of a motion.

4.3.1 Board of Directors: Meetings: Advisors to the Board

The Chair of the Chapter Presidents, Divisions, and Student Representatives Councils, as defined in Sections 8.9, and 10, shall represent the interests of their Councils at all regularly scheduled and special meetings of the Board of Directors, except those held in executive session, which they may attend with the approval of two-thirds of the Board.
4.3.2 Board of Directors: Meetings: Rules of Order
Parliamentary procedures at Board meetings shall be governed by Robert's Rules of Order (Newly Revised abridged version) in all cases to which they are applicable, and in which they are not inconsistent with the Articles of Incorporation and Bylaws.

4.3.3 Board of Directors: Meetings: Quorum
A majority of the thirteen members shall constitute a quorum of the Board of Directors for the transaction of business at any meeting.

4.3.4 Board of Directors: Meetings: Member Notification
The Executive Director shall post a meeting notice on the APA website at least two weeks in advance of Board meetings referenced in Section 4.3. Alternatively, notice to APA members may be by mail, electronic mail or any other means of electronic or telephonic transmission. Notice shall include the planned agenda. Notice of meeting cancellation will be made as promptly as possible.

4.4 Board of Directors: Action Without Meeting
An action may be taken by the Board of Directors without a meeting if each director signs a consent in the form of a record describing the action to be taken and delivers it to the Association.

4.5 Board of Directors: Removal of Directors
A Director may be removed from office for cause and after hearing whenever, in the judgment of four-fifths of the Board of Directors, the best interest of the Association will be served thereby. Cause for removal from office shall include commission of a breach of professional ethics, conviction of a felony, or absence from two consecutive meetings of the Board except for reasons of illness. The hearing shall be conducted by the Executive Committee.

4.6 Board of Directors: Vacancies
If a vacancy occurs on the Board of Directors by reason of the resignation, removal, death or incapacity of any Director, the Board, using the standards for nomination set forth in Section 6.2, and, if applicable, Section 6.2.1, may appoint a member of the Association to fill the vacancy for the remainder of the term except that: if the vacancy is of the seat held by the AICP Commission President, the vacancy shall be filled pursuant to the Bylaws of AICP.

5. OFFICERS

5.1 Officers: Elected Officers and Terms
The two elected officers of the Association shall be a President and, in alternate years, a President-Elect or an Immediate Past-President. The President-Elect shall serve a term which commences on January 1 of even-numbered years. The President-Elect shall take office as President on January 1 of the following year, and shall serve as President for two years after which the President shall become the Immediate Past-President for a term which will end, upon the assumption of office by a President-Elect on the following January 1.

5.2 Officers: Appointed Officers and Terms
The appointed Officers of the Association shall be an Executive Director, a Secretary, a Treasurer, an Assistant Secretary and an Assistant Treasurer. The President shall appoint and the Board of Directors shall ratify a Secretary and a Treasurer from among the Directors to serve for two years, but not beyond the expiration of the elective term. The Offices of Secretary and Treasurer may be held by the same person. The Executive Director shall nominate and the Board of Directors shall appoint a member of the Association staff to serve at the pleasure of the Board as an Assistant Secretary and as an Assistant Treasurer.
5.3 Officers: President’s Powers and Duties
The President shall preside at the meetings of the Board of Directors, the Executive Committee, and of members. The President shall provide leadership on the development of Association policies in coordination with the Board of Directors and shall prepare policies and objectives for consideration by the Board. The President shall have power to create, appoint and discharge all national committees unless otherwise provided in these Bylaws and to receive recommendations for committee appointments from the Presidents of the Chapters and the Chairs of the Chapter Presidents, Divisions and the Student Representatives Councils. The President shall examine and report upon the program of development of the Association and its implementation. The President shall call meetings and perform other duties required by these Bylaws and any additional duties that may be required by these Bylaws or assigned by the Board of Directors.

5.4 Officers: President-Elect’s Powers and Duties
The President-Elect shall chair the Development Plan and Budget Committee. The President-Elect shall exercise the powers and duties of the President during the absence or incapacity of the President and shall perform such other duties as may be assigned by these Bylaws or assigned by the Board of Directors.

5.5 Officers: Immediate Past-President’s Powers and Duties
The Immediate Past-President shall exercise the powers and duties of the President during the absence or incapacity of the President and the President-Elect, and shall perform such duties as may be required by these Bylaws or assigned by the Board of Directors.

5.6 Officers: Secretary’s and Treasurer’s Powers and Duties
The Secretary shall supervise the preparation of the minutes of all meetings of the Board of Directors, the Executive Committee or members, the use of the corporate seal, and the delivery of notices as required by these Bylaws. The Secretary shall perform such other duties as may be assigned by the President or the Board of Directors. The Treasurer shall supervise the standards and form of financial records and statements of the annual audit, and of the implementation of Board policies governing the management of the Association’s finances.

5.7 Officers: Assistant Secretary’s and Assistant Treasurer’s Powers and Duties
The Assistant Secretary and Assistant Treasurer shall prepare and maintain the Association’s records to meet the requirements set by the Board and shall provide such reports as meet those requirements. Under the supervision of the Secretary, the Assistant Secretary and Assistant Treasurer shall maintain custody of the corporate seal and shall affix it as instructed by the Secretary. The Assistant Secretary and Assistant Treasurer shall have such other duties as may be assigned by the Executive Director. They need not be members of the Association. The tenure of office of the Assistant Secretary and Assistant Treasurer shall cease automatically upon their termination of employment from the staff of the Association.

5.8 Officers: Executive Director’s Powers and Duties
The Executive Director shall be appointed by the Board of Directors and shall serve at the pleasure of the Board with such compensation as the Board shall fix. The APA Board shall consult the AICP Commission on any action regarding the appointment of the Executive Director. The Executive Director shall be the Chief Executive Officer of the Association. The Executive Director shall carry out the policies and directions of the Board of Directors and shall assist the Board in the development of policies and objectives for the Association. The Executive Director shall biennially prepare and submit to the Development Plan and Budget Committee, for its review, a plan for the development of the Association, revising the plan most recently approved and projecting it an additional two years. The plan shall include:
(a) An analysis of the strengths and weaknesses of the Association’s programs and how well it is fulfilling its mission;
(b) Proposed activities to be pursued as strategic priorities for the following three to five years; and...
(c) General program elements for the following year, involving individually-budgeted products or services, in implementation of the priorities; and

(d) Specific criteria or indicators for each program element as a basis for determining staff execution of priority activities.

The Executive Director shall consult with the President for the purpose of coordinating the Committees and Divisions of the Association. The Executive Director shall biennially prepare a proposed budget for consideration by the Development Plan and Budget Committee, consistent with Section 7.1.3. Upon budget approval by the Board of Directors, the Executive Director shall have authority to spend the sums appropriated. The Executive Director shall be responsible for the funds and records of the Association and for executing the actions of the Board. The Executive Director shall appoint and discharge employees of the Association and shall fix their compensation within the limits required by the budget. The Executive Director may enter into agreement on behalf of the Association subject to the budgets and policies adopted by the Board. The Executive Director shall perform all other duties required by these Bylaws or assigned by the President or Board of Directors.

5.9 Officers: Vacancies

If the office of President becomes vacant, the President-Elect shall succeed to that office for the remainder of the term as well as for the following term. Vacancies in the office of President-Elect shall not be filled. If the office of President becomes vacant when there is no President-Elect, the Immediate Past President shall serve as President until the Board of Directors shall elect an acting President to serve for the balance of the term. If the office of President becomes vacant when there is neither a President-Elect nor an Immediate Past President, the Board of Directors shall elect an acting President to serve the balance of the term. If the seat held by the Immediate Past President shall fall vacant, it shall remain vacant until occupied by the incumbent President.

5.10 Officers: Removal from Office

Any Officer elected or appointed may be removed for cause by the persons authorized to elect or appoint officers whenever in their judgment the best interest of the Association will be served thereby.

6. ELECTIONS

6.1 Elections: Electoral Regions

The Board of Directors shall establish six Electoral Regions for the purposes of this Section. Regions shall be reasonably equal in numbers of members, shall not divide the area of a Chapter, and shall be relatively cohesive. The Board of Directors shall review the boundaries of Electoral Regions at least every five years.

6.2 Elections: Candidates to be Nominated

The Nominating Committee shall nominate:

(a) Two candidates for the office of President-Elect;

(b) Four candidates for Directors to be nominated and elected At-Large; and

(c) Six (6) candidates for regional seats to be nominated from regions provided for by Section 6.1 and elected by members whose address of record is within the applicable region. Candidates shall be nominated in pairs, each pair to be presented on the ballot for a single seat. The Nominating Committee shall consider balance in the composition of the Board. Candidates shall: (1) be members of the Association for not less than one year at the time of assuming office if elected, (2) agree in writing to serve if elected, (3) not be members of the Nominating Committee, and (4) not have exceeded the term limits described in Section 4.2.1. The Nominating Committee shall report its candidates to the Executive Director according to a schedule adopted by the Board. The Executive Director shall publish their names, biographical data and brief position statements according to a schedule adopted by the Board.
The nominations shall be in accordance with Section Policies and Procedures adopted by the Board. There shall be no provision for write-in candidates.

6.2.1 Elections: Candidates to be Nominated: Special Criteria
(a) One At-Large Board member shall be nominated, beginning with second election after adoption of this by-law and every other election thereafter, who is not a professional planner, but who is a current member of a planning or zoning board, or an elected public official. No member shall be nominated for this position who currently practices professional planning for pay and who is not a “planning board” member of the American Planning Association.
(b) For nominations in years when the criteria of Section 6.2.1(a) are not applicable, the Board may find it desirable to ensure greater opportunity for representation of a particular group on the APA Board, and it may instruct the Nominating Committee to focus its selection criteria for one Director-At-Large on a particular group.

6.3 Elections: Nominations by Petition
Only candidates who submitted a position statement to the Nominating Committee, but were not nominated, may petition to be put on the ballot. Candidates may be nominated by the petition of at least 50 members. Forms for signatures by the petitioners will be supplied by the Association. Petition candidates shall meet the requirements of candidacy in Section 6.2 and, if applicable, Section 6.2.1 and shall file their petitions with the Executive Director. A petition form for APA President-Elect or At-Large APA Director shall include at least eight signatures of members in each Electoral Region. A petition form for a Regional Director shall include at least ten signatures from each of at least two Chapters in the Region. The deadline for filing shall be set by the Executive Director within the schedule adopted by the Board in each odd-numbered year. The announcement of the candidates nominated by the Nominating Committee shall be accompanied by an announcement of the petition procedure.

6.4 Elections: Balloting
The elected Officers and Directors of the Association shall be elected in a secret ballot. The Executive Director shall prepare ballots with the names of candidates, arranged in accordance with a drawing by a committee of five staff, appointed by the Executive Director for each elective position. An election schedule adopted by the Board shall define the process for preparing member lists for ballot distribution. Ballots shall show the deadline by which they are to be received in the Association’s office and shall be accompanied by candidates’ biographical data and position statements. The deadline for ballot receipt shall be fixed according to a schedule adopted by the Board. Sections shall be by a plurality vote. If two candidates receive the same number of votes, that number being larger than the votes received by any other candidate, a ballot shall be sent to the Board of Directors to determine the winning candidate. If a candidate is removed from the ballot for cause, a special election shall be held in accordance with procedures adopted by the Board of Directors.

7. COMMITTEES AND TASK FORCES
7.1 Committees and Task Forces: Standing Committees
7.1.1 Committees and Task Forces: Standing Committees: Executive Committee
The Executive Committee shall consist of the President, the President-Elect or the Immediate Past President, the President of the Commission of AICP, and two other Directors, to be appointed by the President at the beginning of the President’s term of office. Notice of a meeting of the Executive Committee shall follow the provisions of Section 4.3. The Executive Committee shall exercise only such powers and duties of the Board of Directors as the Board of Directors may expressly authorize.
7.1.2 Committees and Task Forces: Standing Committees: Nominating Committee
The Immediate Past-President shall chair the Nominating Committee. If there is no Immediate Past-President, the President shall appoint a Chair from among the Directors. The Immediate Past-President biennially shall appoint, subject to the approval of the Board of Directors, six additional members to the Nominating Committee, one member from each of the Electoral Regions provided in Section 6.1. If the six additional members, one shall be appointed by the Immediate Past-President from a list of at least three current Chapter Presidents submitted by the Chair of the Chapter Presidents Council, and one other shall be appointed by the Immediate Past-President from a list of at least three current Division Chairs submitted by the Chair of the Divisions Council. The names of the Nominating Committee members shall be announced immediately after their appointment. No member, other than the Immediate Past-President, shall serve on the Committee more than once in 10 years.

7.1.3 Committees and Task Forces: Standing Committees: Development Plan and Budget Committee
The AP A President-Elect shall chair the Development Plan and Budget Committee. When the Office of President-Elect is vacant, the APA President shall chair this Committee. Other Committee members shall be the AP A Treasurer, the AICP President, the Chair of the Chapter Presidents Council, the Chair of the Divisions Council, the Chair of the Student Representatives Council, and two other Directors appointed by the President. At least biennially, the Committee shall review the plan for the development of the Association and the proposed budget prepared by the Executive Director and shall make recommendations to the Board of Directors. After considering the views of the Association’s Directors, Councils, Institutes and others as appropriate, the Committee shall recommend a development plan to the Board for adoption, and biennially recommend a budget to the Board for adoption.

7.1.4 Committees and Task Forces: Standing Committees: Legislative and Policy Committee
The President shall appoint a Director to serve as Chair of the Legislative and Policy Committee. The President shall appoint at least four other members to the Committee, provided that at least one-quarter of the Committee’s membership shall consist of members of the AICP. It shall be the responsibility of the Committee to coordinate and convene the delegate conference to adopt National planning policies of the Association, and to recommend the legislative priorities of the Association to the Board for review and approval.

7.1.5 Committees and Task Forces: Standing Committees: Governance Committee
The President shall appoint a Director to serve as Chair. Other members shall consist of the President of the AICP Commission, the Vice-Chair of the Chapter Presidents Council, the Vice-Chair of the Divisions Council and two additional APA Directors. It shall be the responsibility of the Committee to conduct periodic reviews of the APA Bylaws and governing policies as necessary and to recommend any changes or adjustments to the Board of Directors for review and approval.

7.1.6 Committees and Task Forces: Standing Committees: Teller Committee
The President shall appoint biennially a Teller Committee of three or more members, not on the election ballot who reside in the area of the Association’s office where the ballots are to be counted. The Teller Committee shall:
(a) Review the reports of the Nominating Committee and certify that they meet the requirements for nomination;
(b) Review the petitions of petition candidates and certify that they meet the requirements for nomination;
(c) Approve the procedures for the receipt, opening and counting of votes, and;
(d) Certify the count. The Executive Director shall distribute the report of the Teller Committee to the Board of Directors and to all the candidates within one week of the Committee’s certification of ballot results and shall publish the election results in a publication of the Association.

7.1.7 Committees and Task Forces: Standing Committees: Election Committee
Before each biennial election, the Immediate Past Presidents of APA and AICP will each appoint one member. These two appointees will then agree on the appointment of a third member from among the membership of APA. Anyone holding elected office in APA, or any of its constituent groups, is ineligible to serve on the Election Committee. Election Committee members may not be candidates for any national office in the current election or in the next election.

The Election Committee's charge is to:

(a) ensure a fair election in compliance with the policies, procedures, and Bylaws of the Association,
(b) monitor the election websites created by the Association; outside links are not allowed,
(c) fact-check position statements with staff assistance, compile and edit a candidate questionnaire from constituent groups of the Association.

7.1.8 Committees and Task Forces: Standing Committees: Membership Committee
The purpose of the Membership Committee is to increase and retain members, while increasing the cultural and professional diversity of the membership. Duties of the Committee are to monitor membership trends through analysis of membership information; to examine areas of activity as they relate to membership and member services; to make specific recommendations on recruitment and retention; to review and coordinate with other membership activities; and other duties as assigned by the Board of Directors. The President shall appoint a Director to serve as Chair of the Membership Committee and five other members, making sure that one is a planning official member. Four additional members shall be selected, one each by the President of the AICP Commission, the Chair of the Chapter Presidents Council, the Divisions Council Chair, and by the Students Representatives Council Chair. This Committee will report to the Board of Directors.

7.1.9 Committees and Task Forces: Standing Committees: Planning Officials Committee
The President shall appoint as the chair of the Planning Officials Committee the Director elected pursuant to the criteria permitted in Section 6.2.1(a). The committee shall include at least one representative from each electoral region. It shall be the responsibility of the committee to advocate for planning officials and to help educate planning officials about implementing sound, ethical, inclusive and non-discriminatory planning practice.

7.1.10 Committees and Task Forces: Standing Committees: Audit Committee
The purpose of the Audit Committee is to assist the Board of Directors in its oversight of the adequacy of internal controls, financial reporting principles and policies, and disclosures; controls and procedures in its oversight of the Association’s external financial statements, and the independent external audit thereof, and the filing of federal and state tax documents; and, in evaluating the independence of the external auditors, including the periodic selection process of the external auditor. The members of the Committee are the President of APA as Chair, the President-Elect or Immediate Past President, the Secretary/Treasurer and the AICP President.

7.2 Committees and Task Forces: Task Forces
The President shall establish such task forces as necessary, and shall appoint their members and chairs. The purpose of such task forces is to facilitate the accomplishment of a specific task identified by the President at the time of appointment. All task forces shall terminate at the end of one year unless their term is specifically renewed by the President.

8. CHAPTERS

8.1 Chapters: Formation
Chapters of the Association may be established in any part of the United States, its territories or possessions, in the Commonwealth of Puerto Rico, and in any part of Canada or Mexico. A petition for a new Chapter shall be signed by a majority of the members in the proposed Chapter area and by not less than 100. The petition shall include proposed Chapter Bylaws and the names of a three-member nominating committee. A Chapter shall be founded upon approval of the petition by the Board of Directors.

8.2 Chapters: Boundaries
Each Chapter boundaries may be changed by the Board of Directors. A change shall not be made until:
(a) All members in the area affected have been sent a notice of the proposal and provided a reasonable period for the expression of their views, and
(b) The Chapter or Chapters affected have voted affirmatively on the proposed change.

8.3 Chapters: Bylaws
Each Chapter shall adopt Bylaws to govern Chapter affairs. Chapter Bylaws shall name each Chapter with a geographically descriptive name as either _____ Chapter of the American Planning Association or the _____ Planning Association, a Chapter of the American Planning Association. Exceptions to the naming convention must be approved by the Board of Directors. The area served by the Chapter shall be described in the Bylaws. Chapter Bylaws shall not conflict with the provisions of the Articles of Incorporation or the Bylaws of the Association. Proposed Bylaws, or Amendments, shall be submitted to the Executive Director for a determination of any such conflicts. A copy of the Bylaws or Bylaw Amendments shall be filed with the Executive Director by the Chapter President promptly upon their adoption.

8.4 Chapters: Purposes
The purposes of the Association shall be the purposes of the Chapters as they apply to the diverse needs of different areas and the purposes of the Chapters further shall be to facilitate the individual participation of members in the affairs of the Association.

8.5 Chapters: Sections
Chapter Bylaws may provide for the subdivision of its activities with one or more geographic Sections of the Chapter. If the Bylaws do not provide for Sections, they shall be amended to make such provisions upon petition of the members of the first proposed Section. Such petition shall specify the territory proposed for the Section and be signed by two-thirds of the members whose address of record are within it. The territory of a Section shall be a reasonably coherent unit.

8.6 Chapters: Members
Each member of the Association shall be a member of the Chapter serving the area in which the member’s address of record is located. A member whose address of record is outside the United States and is not within any Chapter area may choose membership in any Chapter. Members may have Chapter-only members. A Chapter-only member shall not receive national membership services and shall not participate in any actions or elections or hold any office in the Association, nor shall Chapter-only members represent themselves as members of the Association. Chapter-only members may be elected to or hold a Chapter office other than Chapter President, President-Elect or Professional Development Officer. The name and address and other identifiable information as required by the Association of all Chapter-only members shall be sent to the Executive Director by a Chapter on a quarterly basis. Chapters may contact the Association for information on mailing lists, rosters or billing services.

8.7 Chapters: Meetings
Each Chapter shall hold at least one meeting each year. Chapter Bylaws shall provide for the frequency and nature of meetings and for the provision of reasonable notice of meetings.
8.8 Chapters: Officers and Executive Committee

Chapter Bylaws shall provide for Officers. The Bylaws shall provide for an Executive Committee and specify the duties of the Executive Committee and of all Officers. Sections shall elect a Section Director as presiding officer.

8.8.1 Chapters: Officers and Executive Committee: Elected Officers

Chapter Bylaws shall provide for a Chapter President, a Vice-President or President-Elect, a Secretary, a Treasurer and such other Officers as may be required. The Officers specified in this Section shall be elected.

8.8.2 Chapters: Officers and Executive Committee: Elected or Appointed Officers

Chapter Bylaws shall provide for other Officers as required. Such Officers may be elected or appointed as specified in Chapter Bylaws, such as an elected or appointed Professional Development Officer and an elected or appointed Planning Officials Development Officer.

8.9 Chapters: Elections and Balloting

Chapter Bylaws shall provide the procedure for election of officers and the conduct of all voting. Election of Chapter officers shall be by mail ballot or, if not prohibited by State law, by any other secure electronic or telephonic transmission. A quorum shall be set as five to 25 percent of the Chapter's members. The quorum shall not apply to mail ballots for the election of officers. All members shall have equal voting rights. The results of all elections voting by Chapters shall be filed with the Executive Director and shall specify the quorum and the number voting for each candidate or "aye" and "nay" on each question. Bylaws shall specify an authority on parliamentary procedure.

8.10 Chapters: Publications

At least one copy of all Chapter publications and all Chapter reports that are distributed to Chapter members shall be filed with the Executive Director at the time of distribution. Transmission may be by mail, electronic mail or any other means of electronic or telephonic transmission. Chapter publications shall be identified with the full name of the Chapter and the uniform logo of the Association.

8.11 Chapters: Finances

The Board of Directors, after receiving and considering the recommendation of the Chapter Presidents Council, shall establish from time to time, uniform base Chapter dues which shall be remitted to all Chapters on a per-capita membership basis. A Chapter may establish dues or assessments beyond the base Chapter dues, provided, however, that the Board of Directors may from time to time establish minimums and maximums for such additional dues and assessments.

8.12 Chapters: Chapter Presidents Council

A Council of all the incumbent Presidents of Chapters shall meet as a body to advise the Board of Directors, and to exchange views and information on matters of common concern. The Chapter Presidents Council shall adopt rules of procedure for the election of a Chair and Vice-Chair; for the election or appointment of other Officers and Executive Committee members; and for the conduct of meetings. Immediate Past-Presidents of Chapters may be Officers of the Council. All members of the Council's Executive Committee must be APA members. Such rules may provide a weighted vote, in giving expression to the Council's views, to take account of the differing sizes of Chapters or number of Sections. The Council's staff shall be provided by the Executive Director consistent with the work program and budget of the Association.

9. DIVISIONS

9.1 Divisions: Principal Purposes

The principal purpose of a Division shall be:
(a) To contribute to the advancement of techniques and the competence of its members in a generally recognized major sector of substantive planning by performing concentrated scholarly or professional practice research and sharing technical information; or

(b) To afford members with a common interest in a major component of planning, the opportunity to share their experiences and concerns and to promote their common goals through meetings, surveys, research, publications and participation in APA public policy efforts.

9.2 Divisions: Creation or Combination
The Board of Directors shall have the authority to create a new Division or to combine existing Divisions. Proponents of a new or combined Division shall submit to the Executive Director:
(a) The name and specific purpose(s) of the proposed Division;
(b) The need for the proposed Division;
(c) A two year and a five year development plan which the proposed Division will use to achieve its purpose(s);
(d) A proposed budget for the first two years of its operation;
(e) The proposed bylaws;
(f) A statement indicating how it meets the adopted performance criteria and procedures of the Division Council; and
(g) A list of present or prospective members who have signed statements that they will apply for membership in the Division.

The Executive Director shall review and verify the contents of the submission and shall present his or her findings and recommendation to the Board of Directors.

9.3 Divisions: Dissolution or Change of Name
The Board of Directors, upon receipt of a report and recommendation from the Executive Director, may:
(a) Dissolve a Division for just cause and upon such terms as the Board shall determine; or
(b) Approve a name change for a Division.

9.4 Divisions: Bylaws
Divisions shall adopt Bylaws that shall not conflict with the Articles of Incorporation, the Bylaws of the Association, any model bylaws prepared by the Executive Director and approved by the Board. All proposed Bylaws or amendments shall be sent to the Executive Director for review prior to their adoption. A copy of every Bylaw or amendment adopted by a Division shall be filed promptly with the Executive Director. No Division member may serve more than two terms as Chair of any single Division. Transmissions may be by mail, electronic mail or any other means of electronic or telephonic transmission.

9.5 Divisions: Members, Affiliates and Dues
Divisions may set qualifications for membership and accept Division-only affiliates as well as members of the Association who have such qualifications. A Division-only affiliate may be permitted by the Bylaws of the Division to hold an elected office other than Chair or Chair-Elect. Division-only affiliates shall not represent themselves as members of the Association. Each Division shall determine, in the manner established in its Bylaws, the dues it will charge for membership, subject to approval by the Board. From time to time the Board will establish minimum and maximum dues for Divisions.

9.6 Divisions: Activities
Each Division shall prepare and maintain a long-range plan of development based upon an assessment of the state of information in its sector, needs for research, relations with government programs, relations with other organizations, its weaknesses and potential strengths. Each Division shall report on the adequacy of Association activity in its sector and make recommendations to the Board of Directors. A newsletter or comparable publication shall be distributed to members, at regular intervals, that focuses on the specialized information of its sector. Division publications shall be identified with the full name of the Division.
Division as “a Division of the American Planning Association,” and with the uniform logotype of the Association. Divisions shall file at least one copy of each publication or report with the Executive Director.

9.7 Divisions: Staff
The Executive Director may agree to staff-funded work for a Division. The retention of staff independent of the Association for the work of a Division shall be subject to approval by the Executive Director.

9.8 Divisions: Council
A Council of all the incumbent Chair of Divisions shall meet as an advisory body to the Board of Directors and to exchange views and information on matters of common concern. The Council shall adopt rules of procedure for the election of a Chair and a Vice-Chair, for the election or appointment of other Officers and Executive Committee members, and for the orderly conduct of Council affairs. Past-Chairs of Divisions may be Officers of the Council. All members of the council’s executive committee must be APA members. The Executive Director shall provide staff assistance to the Council as part of the Association’s program of advisory services.

10. STUDENT REPRESENTATIVES

10.1 Student Representatives: Planning Student Organizations
A Planning Student Organization (PSO) shall be defined as ten or more APA student members at a university or college. The bylaws or rules, if any, of PSO shall be consistent with the Bylaws of APA or the Chapter in which the PSO is located. The President of the APA Chapter in which a PSO is located or proposed shall certify to the Executive Director each year whether the PSO meets minimum requirements for continuation or formation. Chapters may allow PSOs to become Chapter Sections.

10.2 Student Representatives: At-Large Student Constituency
In Chapters where there are ten or more student members who are not represented by a PSO, such students will be entitled to elect an At-Large Student Representative.

10.3 Student Representatives: Student Representatives
There shall be two types of Student Representatives:
(a) The elected Student Representative of each PSO; and
(b) The At-Large Student Representative elected in accordance with 10.2 above.

10.4 Student Representatives: Student Representatives Council
A Council of all the incumbent Student Representatives shall adopt rules of procedure for the conduct of communication among the Representatives, for the nomination and election of a Chair and Regional Representatives, and for the development of advice to the Board and to the Association on the conduct of services to students and on the evolving character of the profession.

11. NATIONAL PLANNING POLICY

11.1 National Planning Policy: Delegate Conference
There shall be delegate conferences convened at least once every two years for the purpose of developing national planning policy positions of the Association.

11.2 National Planning Policy: Effect of Conference-Adopted Positions
Upon ratification of the Board of Directors, any national planning policy position adopted by a delegate conference duly convened for the purpose of adopting national planning policy positions shall be the official position of the Association.
12. AMENDMENT
The Board of Directors may amend these Bylaws by an affirmative vote of two-thirds of its members. No proposed amendment to these Bylaws shall be voted unless it shall have been published in a publication sent to the membership at least thirty days prior to the meeting of the Board of Directors. Proposals to amend these Bylaws may be initiated by a petition signed by 100 or more members. A petition-initiated, proposed Bylaw Amendment shall be published in a publication of the Association mailed to the membership within 60 days following receipt of the petition by the Executive Director. The Board of Directors shall consider a petition-initiated Bylaw amendment proposal at its next meeting after the thirtieth day following the publication which announces the proposal.

As amended at the February 2015 Board Meeting
Bylaw Sections: 4.2, 4.4, 5.1, 6.2, 6.3, 6.4, 7.1.2, 7.1.7

As amended at the 2008 Spring Board Meeting
Bylaw Sections: 6.4, 7.1.10, 12

As amended at 2005 Spring Board Meeting
Bylaw Sections: All

Amended at 2001 Spring APAB Board Meeting

Amended at 1998 Fall Board Meeting
Bylaw Sections: 4.1, 6.2, 7

Amended at 1997 Fall Board Meeting
Bylaw Section 7.3

Amended at 1996 Fall Board Meeting
Bylaw sections 4.3, 4.5, 5.6, 5.7, 5.8, 5.9, 5.91, 7.3, 7.4, 7.6

Amended at 1995 Fall Board Meeting
Bylaw section 6.4

Amended at 1994 Spring Board Meeting
Bylaw sections 10.1, 10.2, 10.3, 10.4

Amended at 1993 Spring Board Meeting
Bylaw sections 4.2, 5.1, 6.2, 6.21, 6.3, 6.4, 7.2, 7.6, 8.93, 9.2, and 9.5
February 2015

THE AMERICAN INSTITUTE OF CERTIFIED PLANNERS
BYLAWS

1. General

1.1. Institute of Certified Planners. It is referred to in these Bylaws as "AICP".

1.2. General: Articles of Incorporation. The American Institute of Certified Planners is established pursuant to the Articles of Incorporation of The American Planning Association and derives its purposes, powers and authority therefrom. The American Planning Association is referred to herein as "the Association" or as "APA".

1.3. General: Publication of APA. A "publication of APA" shall mean any publication that is mailed to the membership of the American Planning Association, at their addresses of record, without special charge.

1.4. General: Publication of AICP. A "publication of AICP" shall mean any publication that is mailed to the membership of the American Institute of Certified Planners, at their addresses of record, without special charge.

1.5. General: Accredited Degree. An accredited degree in planning is one earned in a degree program accredited by the Planning Accreditation Board sponsored by AICP and the Association of Collegiate Schools of Planning, or a degree from a Canadian University recognized by the Canadian Institute of Planners or a planning degree recognized by an accrediting authority consistent with recognized national planning certifications as referenced in 2.31b.(6).

Amended by the AICP Commission February 2015

2. Membership

2.1. Membership: Members. Members are those who are Certified Planners pursuant to Section 2.32 and whose dues to APA and AICP are current and whose membership has not been terminated as defined in Section 2.4.

Amended by the AICP Commission February 2015

2.2. Membership: Application Procedure. An applicant for membership shall submit an accurate education and experience record and all other information required by the appropriate form supplied by AICP, and all required application fees, which may be set from time to time by the AICP Commission. The complete application shall be reviewed in accordance with procedures established by AICP. Following review of the application, the applicant shall be notified in writing of approval or denial of the application. A notice of denial shall state the cause for denial, and the applicant shall be permitted to file an appeal to the National Membership Standards Committee of AICP stating the basis of the appeal. If the National Membership Standards Committee approves the application, with the concurrence of the Commission, the applicant will be deemed eligible to take the examination. If the National Membership Standards Committee denies the appeal, the applicant shall be notified in writing of the cause for denial. The applicant shall then be permitted to file, within 60 days of receipt of the notice of denial, an appeal to the Executive Committee of AICP.
applicant shall be notified in writing of approval or denial of the appeal. A notice of denial shall state the cause for denial. The decision of the Executive Committee shall be final.

Amended by the AICP Commission in October 1999

2.3 Membership: Qualifications

2.3.1 Membership: Member Eligibility.
To be eligible for certification as a member, an applicant shall:

a. be a member of APA;

b. be currently engaged in or have been engaged in professional planning as defined by the AICP Commission, and have completed one of the following education/experience requirements:
   (1) an accredited graduate degree in planning and two years of professional planning experience; or
   (2) an accredited Bachelor's degree in planning and three years of professional planning experience; or
   (3) a non-accredited graduate degree in planning and three years of professional planning experience; or
   (4) all other graduate and undergraduate degrees and four years of professional planning experience; or
   (5) eight years of professional planning experience; or

   (6) be a full member in good standing of the Canadian Institute of Planners or other national Certifying Institute determined by the AICP Commission to maintain standards equivalent to AICP;

c. have passed the AICP Certification examination as provided in Section 2.33.

Amended by the AICP Commission February 2015

2.3.2 Membership: Member Certification.
Applicants who have received written notice of approval of eligibility as provided in Section 2.2 and have completed both education and professional planning experience indicated in Section 2.3.1, and have completed and passed the required examination, shall be certified as a member of AICP.

Amended by the AICP Commission February 2015

2.3.3 Membership: Member Evaluation.
There shall be a certification examination designed to evaluate the applicant's understanding of and ability to apply, a core knowledge central to the planning profession and elements of specialized areas of knowledge, as defined by the AICP Commission. The examination shall be given by AICP or its designated representative. AICP or its designated representative shall assign a grade of Pass or Fail.

Amended by the AICP Commission February 2015

2.3.4 Membership: Certification Maintenance. Members shall be required to abide by professional development requirements as established by the Commission through the standards of Certification Maintenance.
2.35 Membership: Certification Maintenance Standards.

Certified planners are required to take professional development courses throughout their careers in a program of Certification Maintenance (CM). Goals, objectives, and performance criteria for the CM program shall be established by the Commission from time to time. The reporting period and the minimum number and categories of credits required for Certification Maintenance will be established by the Commission from time to time.

Amended by the AICP Commission February 2015

2.4 Membership: Termination and Reinstatement.

Members may be terminated for dues delinquency to AICP or to APA, for falsification of any application for membership or examination, for violation of the Code of Ethics and Professional Conduct, for violation of the Rules of Reference of AICP, or for failure to complete successfully and timely any professional development requirements that may be established from time to time by the AICP Commission for retention of membership. Members may be reinstated, subject to such conditions as may be established by the Commission.

Amended by the AICP Commission February 2015

2.5 Membership: Dues.

The Commission shall establish from time to time the rates of membership dues. The Commission may establish criteria for exemption from dues or lower rates of dues for those who are unemployed or retired from active employment.

2.6 Membership: Annual Meeting.

There shall be an Annual Meeting for the exchange of views of the membership in each calendar year. The Commission shall determine the place, date and time of each Annual Meeting.

2.7 Membership: Notice of Annual Meeting.

The Executive Director shall notify the membership of the place, date and time of the Annual Meeting in a publication of APA or of AICP at least two months before the Meeting.

2.8 Membership: Special Meetings.

A Special Meeting of the membership may be called by the AICP Commission, by the President of AICP, or by a petition signed by at least 100 members. The place, date and time shall be set by the President of AICP or by the Commission. Notice of the Special Meeting shall be given to the membership in a publication of APA or of AICP at least two months before the Meeting.

2.9 Establishment of the College of Fellows of AICP: The AICP Commission may recognize AICP members for their exemplary leadership, high standards, outstanding accomplishments, or distinguished contributions to the advancement of the art and science of the planning profession by awarding the designation FAPN to AICP members in good standing who meet the criteria the Commission adopts in accord with the provisions of Section 6.5 of these bylaws. No additional dues shall be levied to maintain designation as a Fellow of AICP.

Amended by the AICP Commission February 2015

2.10 Establishment of Advanced Specialty Certifications: The AICP Commission may establish Advanced Specialty Certifications (ASC) representing specialized skills and competence in areas of practice within the
profession of planning. The Commission shall establish from time to time the standards for certification of one or more ASC designations that are distinguishable from other areas of specialization and in addition to the requirements for AICP certification. The Commission shall establish application procedures, standards for professional experience in the area of specialization, and examination requirements for certification. No additional dues may be levied to maintain designation as a member with an Advanced Specialty Certification.

Amended by the AICP Commission February 2015

3. Commission

3.1 Commission: Powers and Composition.
The affairs of AICP shall be managed by an eight-member Commission, a President, a President-Elect or an Immediate Past President, and six Commissioners. The Commissioners shall be AICP members nominated and elected to represent a Region pursuant to the provisions in Sections 5.2, 5.3, and 5.4.

Amended by the AICP Commission February 2015

3.2 Commission: Terms of Office.
Commissioners shall serve four-year terms on a staggered basis, so that three Commissioners are elected biennially, consistent with the election cycle in the APA bylaws. The terms of the elected Commissioners shall commence as established in the APA bylaws.

No member may serve more than one term as AICP President, and two terms as Commissioner.

Amended by the AICP Commission February 2015

3.3 Commission: Meetings.
There shall be at least two meetings of the Commission in any calendar year at times and places to be determined by the President of AICP. One of these meetings shall be held in conjunction with the annual meeting of the American Planning Association. Reasonable notice shall be given of such meetings, and the Executive Director shall use all practical means to give the earliest effective notice of such meeting. On reasonable notice, special meetings may be held at a location designated by the President of AICP or by teleconferences or equipment of similar communications by means of which all Commissioners participating in the meeting can hear each other. A majority of the members of the Commission may convene a meeting or teleconference of the Commission by giving written or emailed notice to the other Commissioners, which notice shall state the time and place of said meeting or teleconference. Parliamentary procedure at Commission meetings shall be governed by Robert’s Rules of Order in the latest edition.

Amended by the AICP Commission February 2015

3.4 Commission: Quorum.
A majority of the members of the Commission shall constitute a quorum of the Commission for the transaction of business at any meeting or teleconference.

Amended by the AICP Commission February 2015

3.5 Commission: Action Without Meeting.
An action may be taken by the Commission without a meeting if a written consent, setting forth the action taken, is signed or positively acknowledged by digitally signed email by a 2/3rds majority of the Commission.

Amended by the AICP Commission February 2015
Amended by the AICP Commission February 2015

3.6 Commission: Removal.
A Commissioner may be removed from office for cause and after hearing whenever, in the judgment of six of the eight Commissioners, the best interest of AICP will be served thereby. Cause for removal from office shall include commission of a breach of professional ethics, conviction of a serious crime as defined in the AICP Code of Ethics and Professional Conduct, or absence from two consecutive meetings of the Commission except for reasons of illness. The hearing shall be conducted by the Executive Committee.

Amended by the AICP Commission February 2015

3.7 Commission: Vacancies.
If a vacancy occurs on the Commission by reason of the resignation, removal, death or incapacity of any Commissioner, the Commission may appoint an AICP member with at least three years of AICP membership to fill the vacancy for the remainder of the term. The vacancy of a seat held by a Commissioner representing a given Region shall be filled with an AICP member from that Region. All nominees must meet the qualifications specified in Section 3.1.

Amended by the AICP Commission February 2015

3.8 Commission: Maintenance of Regional Representation.
A Commissioner elected or appointed to represent a Region shall be eligible to hold the office if the chief place of employment or place of residence is within the Region. If such eligibility should end by a Commissioner’s relocation outside that Region, the next election shall include the election of an eligible AICP member to succeed the relocated Commissioner at the next meeting for the taking of office. The next election, for this purpose, shall be the next for which the current AICP Nominating Committee has not yet filed its report of the name of candidates. The election shall be for the remainder of the term for that seat.

3.9 Commission: Professional Development Rebate.
The AICP Commission may establish, from time to time, a uniform rebate, which may be remitted to all chapters on a basis per capita of AICP membership. Rebate funds shall be spent only for professional development purposes. Such expenditures shall be reported biennially by the chapters to the Commission.

The Commission shall perform the duties specified in Article 8 respecting the Code of Ethics and Professional Conduct.

4. Officers

4.1 Officers: Election, Appointment and Terms.
The two elected officers of the Commission shall be a President and, in alternate years, a President-Elect or an Immediate Past President. The President-Elect shall be elected pursuant to the provisions in 5.2 consistent with the timing and means of balloting established in the APA bylaws. The President-Elect shall serve a term which commences in even-numbered years on the first of January following election. The President-Elect shall take office as President on the first day of January of the odd-numbered years and shall serve as President until the last day of December of the following even-numbered year, at which time the President shall become the Immediate Past President for a term which will end upon the assumption of office by a President-Elect in the following odd-numbered year. The term of the President shall be concurrent with that of the APA President. The President shall appoint from among the Commissioners a Secretary-Treasurer, who shall serve during the term of the President.
4.2 Officers: President.
The President shall provide leadership on the development of AICP policies in coordination with the Commission and shall prepare policies and objectives for consideration by the Commission. The President shall also serve as a voting member on the APA Board of Directors to represent the interests of AICP members. The President, to the extent authorized by Article II, shall have power to create and discharge all AICP Task Forces and to appoint members to Task Forces and Standing Committees and as Liaisons to the Chapter Presidents council, Divisions council, Student Representatives council, Association of Collegiate Schools of Planning, and other planning partners, with the consent of the Commission. Prior to appointing members of Standing Committees, the President may consider recommendations from Commissioners, and the Chairs of the Chapter Presidents, Divisions, and Student Representatives Councils. The President shall examine and report upon the program of AICP and its implementation. The President shall call meetings, and perform other duties required by these Bylaws and any additional duties that may be assigned by the Commission.

Amended by the AICP Commission February 2015

4.3 Officers: President-Elect.
The President-Elect shall exercise the powers and duties of the President relating to AICP during the absence or incapacity of the President, and shall perform such other duties required by these Bylaws or as may be assigned by the President or assigned by the Commission.

4.4 Officers: Immediate Past President.
The Immediate Past President shall exercise the powers and duties of the President relating to AICP during the absence or incapacity of the President, and shall perform such other duties as may be required by these Bylaws and any additional duties that may be assigned by the Commission.

4.5 Officers: Secretary-Treasurer.
The Secretary-Treasurer shall supervise the preparation of the minutes of all meetings of the Commission, the Executive Committee or members, the delivery of notices as required by these Bylaws, the standards and form of financial records and statements and the implementation of Commission policies governing the management of AICP, assigned by the President or the Commission. Minutes shall clearly describe all actions taken and the reasons for taking those actions and shall be made available to the members.

Amended by the AICP Commission February 2015

4.6 Officers: Executive Director.
The Executive Director of APA shall serve as the Executive Director of the Commission. The Executive Director shall assist the President of AICP and the Commission in the development of policies and objectives for AICP. The Executive Director shall annually prepare a proposed budget for consideration by the Commission and, at least quarterly, a report on current financial conditions as specified by the Commission. Upon approval by the Commission, the Executive Director shall be responsible for the funds and records of AICP and for executing the actions of the Commission. The Executive Director may enter into agreements on behalf of the Commission subject to the budgets and policies adopted by the Commission. The Executive Director shall perform all other duties required by these Bylaws or assigned by the President of AICP or the Commission.

Amended by the AICP Commission February 2015
4.7 Officers: Vacancies.

If the Office of President becomes vacant, the President-E lect shall succeed to that office for the remainder of the term as well as for the following term. Vacancies in the office of President-E lect shall not be filled until the next election cycle provided under section 4.1. If the office of President becomes vacant when there is no President-E lect, the Immediate Past President shall serve as President until the Commission shall elect an acting President to serve for the balance of the term. If the office of President becomes vacant when there is neither a President-E lect nor an Immediate Past President, the Commission shall elect an acting President from among the sitting members of the Commission to serve the balance of the term. If the seat held by the Immediate Past President shall fall vacant, it shall remain vacant until occupied by the incumbent President.

Amended by the AICP Commission February 2015

5. Elections

5.1 Elections: Electoral Regions.
The six Electoral Regions shall be coterminous with the Electoral Regions established by APA.

5.2 Elections: Candidates to be Nominated.
The Nominating Committee shall nominate two candidates for each of the three Regional Commission seats to be elected. Such nominees shall be from Regions provided for in Section 5.1 and shall be elected by AICP members whose address of record is within the applicable Region. The Nominating Committee also shall nominate two candidates for the office of President-E lect to be elected at-large by the AICP membership. Candidates shall be nominated in pairs, each pair to be presented on the ballot for a single seat. The Commission shall provide the Nominating Committee with criteria that set priorities for nominee qualifications. In selecting the slate, the Nominating Committee shall follow the guidelines adopted by the AICP Commission. All candidates for office shall: (1) be members of the Institute for not less than one year at the time of assuming office, if elected; (2) agree in writing to conduct their campaigning in accordance with the Institute’s Background/Experience and Position Statement Guidelines and National Policies on Campaigning; (3) agree in writing to serve if elected; and (4) not be members of the Nominating Committee. The Nominating Committee shall report the names of the candidates to the Executive Director no later than a date set for the nominations for the position of the APA Board Member as established in the APA bylaws. The Executive Director shall publish the names of the candidates along with their biographical data and brief position statements in the same publications as for APA Board Member positions as established in the APA bylaws.

Amended by the AICP Commission February 2015

5.3 Elections: Nomination by Petition.
Only candidates who submitted a position statement to the Nominating Committee, but were not nominated, may petition to be put on the ballot. Candidates may be nominated by the petition of at least 50 members. Forms for signature by petitioners will be supplied by the Institute. Petition candidates shall meet the requirements of candidacy specified in Section 5.2, and shall file their petitions with the Executive Director. A petition form for President-E lect of AICP shall include at least eight signatures of members in each Electoral Region. A petition form for a Regional seat shall include at least ten signatures of members from each of at least two chapters in the applicable Region. The deadline for filing shall be set by the Executive Director consistent with the standards forpetitions candidacy for the Board of Directors of APA as established in the APA bylaws. The announcement of the candidates nominated by the Nominating Committee shall be accompanied by an announcement of the petition procedures.

Amended by the AICP Commission February 2015
5.4 Elections: Balloting.
The Commissioners including the President-Elect of AICP shall be elected in a secret ballot consistent with the standards set for the election of the President-Elect of APA as established in the APA Bylaws. The Executive Director shall prepare ballots with the names of candidates, arranged in accordance with a drawing by the Teller Committee for each elective position. Member lists for ballot distribution shall be prepared in the timing and manner consistent with the process established for APA Board Member positions as established in the APA Bylaws. Announcements, notice, distribution, collection, and deadlines for ballots shall be consistent with the procedures governing election to the APA Board of Directors as established in the APA Bylaws. The election tally shall be supervised by the APA Teller Committee. Election shall be by a plurality vote. If two candidates receive the same number of votes, that number being larger than the votes received by any other candidate, a ballot shall be sent to members of the AICP Commission to determine the winning candidate by vote of the Commission.

Amended by the AICP Commission February 2015

6. Standing Committees and Task Forces

6.1 Standing Committees and Task Forces: Executive Committee.
There shall be an Executive Committee, consisting of the President, the President-Elect or the Immediate Past President, and the Secretary-Treasurer which shall meet upon the call of the President. Notice of a meeting of the Executive Committee shall follow the provisions for notice of meetings of the Commission. The Executive Committee shall perform the duties required of it in matters involving membership denial appeals, shall review and recommend to the Commission a budget prepared in conjunction with the Executive Director, and shall otherwise exercise only those powers and duties of the Commission as the Commission may expressly authorize.

Amended by the AICP Commission February 2015

6.2 Standing Committees and Task Forces: Nominating Committee.
There shall be a Nominating Committee constituted biennially and consisting of a Chair plus six members of AICP, one from each Electoral Region, appointed by the Immediate Past President, with the approval of the Commission, no later than February 1 in odd-numbered years. The Immediate Past President shall serve as Chair of the Nominating Committee. If there is no Immediate Past President, the President shall appoint a Chair from among the Commissioners. The names of the Nominating Committee members shall be announced immediately after their appointment. No member of the Nominating Committee, other than the Immediate Past President, shall be reappointed to the Committee, nor serve on the Nominating Committee more than once every 10 years. The Nominating Committee shall invite recommendations of possible candidates from the Commission and the Presidents of APA Chapters and the APA Divisions. If a Committee member absents from two consecutive meetings, the Chair of the Committee shall have the authority to replace the Committee member with another member from the same Electoral Region without the necessity of Commission approval.

Amended by the AICP Commission February 2015

6.3 Standing Committees and Task Forces: Ethics Committee.
There shall be an Ethics Committee consisting of four members of AICP appointed by the President with the approval of the Commission and a Chair who shall be a Commissioner appointed by the President with the approval of the Commission. The terms of the Committee’s members shall be designated at the time of their appointment, up to a maximum of six years, provided that the terms of no more than two of the members shall extend beyond the term of the appointing President. Members of the Committee may be reappointed for additional terms. The Committee shall authorize publication of Formal Advisory Rulings.
and adjudicate with finality all contested ethics matters under the Code of Ethics and Professional Conduct. The Committee shall advise the Commission on measures to foster adherence to the Code, shall monitor the effectiveness of the Code, and take such other actions as are identified in the Code. If a Committee member is absent from two consecutive meetings, the President shall have the authority to replace the member for the duration of his or her term, without the necessity of Commission approval.

6.4 Standing Committees and Task Forces: National Membership Standards Committee.
There shall be a National Membership Standards Committee consisting of a Chair plus six members, one from each Electoral Region, appointed by the President with the approval of the Commission plus Chair who shall be a Commissioner appointed by the President with the approval of the Commission. The Committee shall advise the Commission on policies affecting the recruitment, admission and retention of members, AICP review and comment on the proposals of other AICP committees as they affect membership; and make recommendations to the Commission on the disposition of appeals of eligibility to take the AICP exam or on reinstatement. The terms of all Committee members shall expire at the end of the term of the appointing President. Members of the Committee may be reappointed for additional terms. If a Committee member is absent from two consecutive meetings, the President shall have the authority to replace the member for the duration of his or her term with another member from the same Electoral Region, without the necessity of Commission approval.

6.5 Standing Committees and Task Forces: College of Fellows Committee.
There shall be a College of Fellows Committee consisting of two AICP Commissioners and one Fellow who is not an AICP Commissioner, each of whom shall be appointed by the President with the approval of the Commission and one of whom the President shall designate, with the approval of the AICP Commission, as Committee Chairperson. The terms of all Committee members shall expire at the end of the term of the appointing President. If a Committee member is absent from two consecutive meetings, the President shall have the authority to replace the member for the duration of his or her term with another member from the same Electoral Region, without the necessity of Commission approval. The College of Fellows Committee shall submit an annual report of its activities and a proposed budget for inclusion in the budget of the AICP Commission prior to the deadline the Executive Director establishes, and shall be responsible for selecting a College of Fellows Selection Committee from among the Fellows of AICP. No Commissioner of AICP may serve on the College of Fellows Selection Committee.

6.6 Standing Committees and Task Forces: Exam Committee.
Goals, objectives and performance criteria for AICP certification and AICP Advanced Specialty Certifications shall be established by the Commission. There shall be an Exam Committee, responsible for advising the Commission on and oversight of all examinations associated with AICP certification and AICP Advanced Specialty Certifications. The Exam Committee shall consist of between five and ten members, all but one of whom shall be appointed by the President with the approval of the Commission and a Chair who shall be a Commissioner appointed by the President with the approval of the Commission. One of the Committee’s members shall be an AICP member from the New Jersey State Board of Professional Planners. The Committee’s members shall represent private, public and academic practices, a variety of areas of specialty within the planning profession, and gender equity as well as geographic distribution. The terms of the Committee’s members shall be designated at the time of their appointment, up to a maximum of four years, provided that the terms of no more than half of the members shall extend beyond the term of the appointing President. Members of the Committee may be reappointed for
additional terms. If a Committee member appointed by AICP is absent from two consecutive meetings, the President shall have the authority to replace the member for the duration of his or her term without the necessity of Commission approval. The Exam Committee shall review and, if needed, update the AICP certification and advanced specialty examinations at least every five years to ensure they remain current, unbiased, and represent knowledge central to the planning profession.

Amended by the AICP Commission February 2015

6.7 Standing Committees and Task Forces: Community Planning Assistance Services and Outreach Committee. There shall be a Committee to advise the Commission and to provide oversight and guidance regarding community planning assistance services, and guidance to members that represent AICP and the profession in communities participating in AICP-sponsored programs. The Committee shall be composed of between five and ten members who shall be appointed by the President with the approval of the Commission. The Committee's members shall represent private, public, and academic practices, a variety of areas of specialty within the planning profession, racial and gender equity, as well as geographic distribution. The Committee's members shall be designated at the time of their appointment, up to a maximum of four years, provided that the terms of no more than half of the members shall extend beyond the term of the appointing President. Members of the Committee may be reappointed for additional terms. If a Committee member appointed by AICP is absent from two consecutive meetings, the President shall have the authority to replace the member for the duration of his or her term without the necessity of Commission approval.

Amended by the AICP Commission February 2015

6.8 Standing Committees and Task Forces. The President shall establish such task forces as are necessary and with the approval of the Commission shall appoint their members and chairs. The purpose of such task forces is to facilitate the accomplishment of a specific task identified by the President at the time of appointment. All task forces shall terminate at the end of one year unless, with the approval of the Commission, the President specifically renews the term.

Amended by the AICP Commission April 2007.

7. Rules of Reference to AICP Membership

7.1 Reference: Written. All written references to AICP or FAICP or one or more ASCE member status shall be made in such a manner as to clearly indicate the name of the individual whose membership is being referred to. The reference to AICP or FAICP or ASCE shall not be used in such a way to imply that a firm or agency holds AICP membership or FAICP or ASCE designation. Nor shall the reference to AICP or FAICP or ASCE be used in general lists which indicate that one or more unspecified employees, partners, officers, staff members or contractors hold memberships in named organizations (for example, the phrase "professional affiliations of the staff" followed by a listing of professional or semiprofessional societies).

Amended by the AICP Commission February 2015

7.2 Reference: Written forms. When making reference to individual membership in AICP, Members shall use the forms:

(1) Member, American Institute of Certified Planners.
When making reference to individual designation as a Fellow of AICP, FAICP Members shall use the forms:

1. Fellow, American Institute of Certified Planners,
2. The initials FAICP following the member’s name, or
3. "Certified Planner, FAICP."

Designation as a Fellow of AICP does not signify nor imply professional qualifications or expertise of a higher level than "Certified Planner."

When making reference to individual membership in an Advanced Specialty Certification, members shall use the forms:

1. Member, (or Fellow) American Institute of Certified Planners, with Advanced Specialty Certification in (e.g. Transportation Planning, Environmental Planning, Urban Design, etc.)
2. The initials AICP or FAICP and the initials of the Advanced Specialty Certification (CTP, CEP, CUD, etc.) following the member’s name, or
3. "Certified Planner, AICP CTP, FAICP CTP, AICP CEP, FAICP CEP, AICP CUD, FAICP CUD, etc.

Amended by the AICP Commission February 2015

7.4 Reference: Violations.
The membership of AICP shall be responsible for making these Rules of Reference known to their colleagues, employers, employees, or other persons responsible for the preparation of written materials which may include reference to AICP membership. The Executive Director of AICP shall take steps, including seeking legal compliance, to assure that non-members do not represent themselves to be AICP members and to protect the Institute and its property against the misuse of the AICP, FAICP or ASC initials or AICP, FAICP or ASC logotypes so as to misrepresent the Institute and Commission, or its authority.

Amended by the AICP Commission February 2015

8. Code of Ethics and Professional Conduct

8.1 Code: Applicability to Members.
Members of AICP shall adhere to a Code of Ethics and Professional Conduct.

8.2 Code: Adoption and Amendment.
The AICP Commission shall adopt the Code or amend it only after publication in an official APA publication at least thirty days prior to action by the Commission at a duly convened meeting.

8.3 Code: Ethics Officer.
An Ethics Officer shall be designated by the Commission to serve at the pleasure of the Commission. The Ethics Officer shall issue formal and informal advisory ethics rulings, receive, investigate, and prosecute charges of ethical misconduct and take such other actions as are identified in the Code.

Amended by the AICP Commission April 2007.
Amendment: The Commission of AICP may amend these Bylaws by an affirmative vote of two-thirds of its members. No proposed amendment shall be voted unless it shall have been published in a publication of APA or of AICP mailed to the membership of AICP at least thirty days prior to the meeting of the Commission; provided, however, that no proposed amendment affecting the relationship between AICP and APA shall be voted until, after notification to the APA Board of Directors, the APA Board of Directors has had an opportunity to discuss the proposed amendment at an APA Board Meeting.

Footnotes Page
AICP Bylaws
Section 5.4
1. Balloting procedures for AICP are identical to those for APA.
Compendium of APA-RI Documents

- APA-RI Bylaws

- Financial Management Procedures

- 2014 Annual Budget

- Chapter Board
  http://www.rhodeislandapa.org/chapter-info/chapter-board/

- Chapter Committees
  http://www.rhodeislandapa.org/chapter-info/committees/

- APA National Chapter Performance Criteria (see attached)
- APA National Bylaws (see attached)
- SNEAPA Policies (see attached)
CONFEREE POLICIES AND PROCEDURES

The following policies have been established to ensure protocol for the planning and execution of the 2014 Southern New England American Planning Association Conference (SNEAPA 2014). This policy statement has been accepted by the Connecticut, Massachusetts, and Rhode Island chapters of the American Planning Association as the policies of ongoing SNEAPA joint regional conference. It continues and follows the policies established for preceding SNEAPA annual conferences. These policies are based on the policies of the American Planning Association.

When used in this policy statement, “participants” means conference planning committee members, panel moderators and speakers, all other speakers, mobile workshop leaders, volunteers (including students), and exhibitors. Others attending the conference may be referred to as “registrants” or “attendees.” APA staff and leadership shall be considered to be participants, registrants, or attendees and as such shall abide by the conference policies and procedures. “Events” mean any activities, either business or social, directly sponsored by the conference or workshop including sessions, mobile workshops, meetings, receptions, or other activities. “APA” means American Planning Association.

Where this document refers to conference “Chair,” it shall also mean conference “Co-Chair” if applicable.

1. Registration of Attendees

General

All participants and registrants (paying or nonpaying and regardless of special status) shall file a completed registration form for the purpose of practical execution of the conference by its participants. A list of registrants, their status as paying or nonpaying and registration category (e.g., regular registration, speaker, student, etc.) shall be maintained by the registration chair.

Speaker and Participant Registration

Generally, speakers and other participants are encouraged to attend the full conference and should pay to register; however, speakers, panel moderators and members, and mobile workshop leaders who attend only their sessions may attend the activity in which they participate at no charge, but shall be required to register as speakers. All such participants, who do not pay the conference fees, must have their unpaid attendance approved by the conference Chair.

Complimentary Registrations for the Conference and for Special Events

The purpose of offering complimentary registrations is to enhance the conference by encouraging the attendance of participants who will add particular value and quality. Such registrations may be offered to dignitaries or to those within or outside the planning field who are noted for their personal accomplishments and knowledge.
Conference-committee-paid complimentary registrations and tickets for special events shall be expensed from the general conference budget at cost to the committee, which may or may not be less than the cost of general registration. Conference-committee-paid complimentary registrations and tickets for special events shall be approved by the conference chair. Individual chapters may offer chapter-paid complimentary registrations or event tickets to chapter guests, however, the chapter shall be responsible for the complimentary registrations and event tickets if offered at full cost for a registrant’s category of registration (e.g., regular, student, speaker, etc.). The cost of all registrations shall be deducted from the state’s share of conference proceeds. Each chapter’s conference planning committee shall be responsible for communicating decisions regarding use of chapter’s complimentary registrations to the conference Chair.

Conference Committee Registration

All conference planning committee members, who attend the conference, shall register at the rates offered to non-committee-member participants. Complimentary registrations shall not be used for planning committee members; however, the state’s conference Chair or Co-Chairs shall be exempt from registration fees, but shall pay special event fees. In addition, the conference Chair may exempt up to two additional volunteers from registration fees. Such exemption is for those volunteers who shall spend at least half of their time at the conference staffing the registration tables including at least one lunch.

Exhibitor Registrations

The number of complimentary registrations for sponsors and exhibitors shall be determined by the conference committee and approved by the conference Chair. The Fundraising Committee shall maintain a full listing of recipients of complimentary registrations. Such complimentary registrations provide all of the benefits, including meals, associated with a regular registration. With approval by the Fundraising Chair, exhibitors may provide additional staffing in excess of the number of complimentary registrations. Such additional staff may not attend conference events and will not receive meals. Such additional staffing shall be communicated by the fundraising chair to the conference Chair and the registration chair.

National APA Registrations

National APA policies require all National APA members who participate as speakers, panel moderators and members, mobile workshop leaders and participants at APA sponsored conferences or programs to register as attendees at such conferences. APA staff members and national leadership, even though their fees may be waived, must complete a registration form and receive a nametag. The waiver of fees and/or complimentary registrations shall be approved by the conference chair.

Student Registration

Students shall register at the student rate. Student registration shall not include mobile workshops or the reception. Students who wish to attend mobile workshops or the reception shall register for these events separately at the regular rates. Inclusion of meals in the student registration rate shall be
determined on a year-to-year basis by the conference Chair in conjunction with the registration and student committees.

A limited number of complimentary registrations may be offered to students if they volunteer to assist by working a minimum number of hours (to be approved by the conference chair) involving such tasks as conference registration, conference room management and other tasks assigned during the conference.

Rebates, Reimbursable Scholarships and Reimbursable Subsidies

At their discretion, individually or as a group, participating chapters may offer rebate scholarship or other reimbursable subsidy programs for certain APA membership categories or other groups.

When offering such payment assistance, the following shall apply:

1. An announcement of the program and its eligibility criteria shall be determined and listed on the SNAPA website unless the program is individual to a chapter; in which case it shall listed on the chapter website and may or may not appear on the SNAPA website at the discretion of the conference Chair.
2. To receive a reimbursement or rebate, registrants must attend the conference.
3. The chapters may impose other specific requirements for eligibility.
4. A rebate or reimbursement request must be made with the initial registration.
5. Walk-in registrations are not eligible for rebates or reimbursements.

Registrants under these rebate programs must register and initially pay the full amount of conference registration. Program rebates will be issued by the individual chapters after the close of the conference.

Specific contact information for the administrator of each chapter’s program shall be displayed on the registration page of the conference website. Chapter program administrators shall be responsible for addressing registrant questions related to their rebate and reimbursement programs.

Reduced Conference Rates for Unemployed and Retired Registrants

A reduced general registration fee shall be offered to unemployed and retired members of the Rhode Island, Connecticut and Massachusetts chapters in the form. The rates shall be approved annually by the conference chair at approximately half of the regular rates for APA members. To be eligible, registrants must meet all three of the following criteria:

1. Request for rate reduction is made by email to the registration chair, using the email address for the registration chair on the SNAPA website, no later than the initial registration deadline.
2. The registrant is a member in good standing of APA.
3. The registrant is not a student.

For the purposes of this policy, unemployed means the registrant earns less than $20,000 per year as an individual (i.e., this does not refer to household income). For the purposes of this policy, retired means earns no outside income from planning or planning-related position.
The following procedure shall be used by registrants who wish to exercise the unemployment or retirement conference rate reduction:

1. The prospective registrant shall email SNEAPA (news@sneapa.org) their intent to register at a reduced rate.
2. The prospective registrant shall register at www.SNEAPA.org using the regular APA member rate. Click “pay by check.” (Credit cards shall not be accepted for reduced rate options.)
3. On day of the conference, the registrant shall present cash or check payment in the amount of the reduced rate and a signed letter to Registration stating that said registrant meets the definition of retired or unemployed, is in good standing with APA, and is not a student. (Registration will have a list of those individuals who submitted a request to register at the reduced rate.)
4. The registrant shall be responsible for paying the full regular rate if said registrant fails to submit a signed letter at onsite registration, no longer meets the criteria to qualify for reduced rate, or did not register online at www.SNEAPA.org on or prior to the published registration deadline.

2. Expense Reimbursement

The chairs of various conference committee tasks and chapter chairs shall have the discretion to reimburse committee members and those who work at the conference for expenses incurred for executing the conference. Such expenses may include, but are not limited to copying, printing, mailing, and food. Reimbursable expenses shall be documented by payment receipts and shall be made available to the Chair upon request. Undocumented expenses may not be reimbursed.

3. Complimentary Hotel Rooms

Complimentary hotel rooms (paid for by the conference) shall be provided to the SNEAPA chapters. Connecticut, Massachusetts, and Rhode Island chapters shall be allowed up to two (2) complimentary hotel rooms per night to be used the night before the conference begins and for the nights of the conference.

The purpose of the conference paying for such rooms is to assure that committee members are available to prepare final materials for the conference, are available to resolve urgent matters, and are available to assist with registration on the first morning of the conference.

4. Refunds

A processing fee will be charged for all refunds. Refunds for conference registration fees of registrants who opt not to attend the conference will be made up to one (1) month prior to the date of the start of the conference. After that date, cancellations shall be made for medical or emergency reasons only and approved only by the conference Chair.

Mobile workshops are not typically eligible for refund due to the special accommodations (e.g., bus transportation) necessary to execute them. Refunds for mobile workshops shall be made when a mobile workshop is cancelled by the conference chair and the refund is requested before the conclusion of the conference. The refund policy shall be clearly displayed on the registration form and registration website.
5. Meal Service

No attendee registering on site shall be entitled to lunch. This policy is established due to the time constraints imposed by catering services at conference venues and the ability to provide the necessary number of meals based upon accurate headcounts for those attendees registering on or before the published deadline. The unavailability of meal service shall not affect the cost of (post-deadline) late or onsite registration. The meal service policy shall be clearly displayed on the website. Should unused lunch tickets be available they may be distributed at the discretion of the registration chair as circumstances may warrant; however, this shall not be construed by onsite registrants as an entitlement to food.

6. Shared Funds

AICP chapter rebate funds shall not be used as a source of funding for the conference.

7. Administrative and Mail Costs

Administrative (copying, printing, etc.) and mail costs, which are attributable to the conference, shall be included as budget items and/or expense items.

8. Distribution of Conference Profit or Loss

Profit

After the costs of the conference are paid, the remaining conference revenues shall be divided among the participating states. These monies shall be divided in half with one half being divided among the participating states based on the percentage of total paid registrations for attendees from each of the participating states and one half being divided based on exhibitor and sponsor monies raised by each participating state. See Appendix A for a detailed discussion of profit distribution.

Loss

If the conference loses money, the loss will be assessed equitably to the chapters, which generally means one-third assessed to each chapter. The approach for assigning losses shall be confirmed by the conference Chair in conjunction with the three chapter presidents.

9. Post-Conference Debrief Meeting

The conference Chair shall convene a post-conference debrief meeting within 45 days of the end of the conference. This meeting is intended to address issues related to the management and operations of the conference with the intention of preparation for the next-year conference.

At a minimum the following topics must be addressed:

1. Financial Reconciliation – including distribution of conference profits or losses, and reconciliation of outstanding invoicing and receipts.
2. Review of items that exceeded budget and conference elements that were executed less effectively than planned as well as potential corrective action.
3. Discussion of new conference items and approaches.
Appendix A
Profit Distribution Process Guidelines

Registrations
Create a database of all paying registrants including on-site registrations:

- Determine how much each registrant paid for registration
- Assign to an APAC chapter:
  - If the registrant did not list an APAC chapter, refer to their mailing address.
  - If the registrant did not list a chapter or mailing address, make a good faith effort to determine which state they are from.
  - If the registrant are not a CT, MA or RI chapter member and do not live in CT, MA, or RI, they are attributed to the host state.

Sum the registration revenue by chapter. (This approach is intended to account for one-day registrants, students, reception and mobile workshop registrants, nonpayers, complimentary registrations, etc.)
Base distribution of profits on the fraction of revenue contributed by the registration fees from each chapter.

Exhibitors and Sponsorships
Assign each exhibitor and sponsorship to a state as follows:

- For sponsor/exhibitors located in one state the sponsor/exhibitor is assigned to that state.
- For sponsor/exhibitors with multiple offices, the Fundraising Committee will determine which state was most responsible for obtaining the sponsorship or exhibitor and then will be assigned to such state.
- For sponsor/exhibitors located outside of CT, MA and RI, the sponsor/exhibitors will be attributed to the host state unless:
  - The sponsor/exhibitors was not a sponsor or exhibitor the previous year, and
  - The Fundraising Committee determines another state was responsible for recruiting the company.
- Calculate the percentages based on the assignments.
Conference Proceeds

Registrations

Create a database of all paying registrants including on-site registrations:

- Determine how much they paid for registration
- Assign to an APA Chapter:
  - If they did not list an APA chapter, refer to their mailing address.
  - If they did not list a chapter or mailing address, make a good faith effort to determine which state they are from.
  - If they are not a CT, MA or RI chapter member and do not live in CT, MA, or RI, they are attributed to the host state.

Tally registration revenue by chapter. (This approach is intended to account for one-day registrants, students, reception and mobile workshop registrants, nonpayers, complimentary registrations, etc.)

Base distribution of profits on the fraction of revenue contributed by the registration fees from each chapter.

Exhibitors and Sponsorships

Assign each exhibitor and sponsorship to a state as follows:

- For companies located in one state the sponsor/exhibitor is assigned to that state.
- For companies with multiple offices, the Fundraising Committee will determine which state was most responsible for obtaining the sponsorship or exhibitor and then will be assigned to such state.
- For sponsor/exhibitors located outside of CT, MA and RI, the company will be attributed to the host state unless:
  - The company was not a sponsor or exhibitor the previous year, and
  - The Fundraising Committee determines another state was responsible for recruiting the company.

Calculate the percentages based on the assignments.
Appendix 2

Strategic Planning Process
In March 2015, APARI initiated a strategic planning process using the following time table.

### Recommended Strategic Planning Process
**March 2015**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action</th>
<th>Participants</th>
<th>Expected Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>March - April</td>
<td>Strategic Planning process that was undertaken in 2002 and the result from 2004</td>
<td>Jim and Nancy Others?</td>
<td>Direction for proposed planning Engage authors of past plan</td>
</tr>
<tr>
<td>March</td>
<td>Solicit advice from National APA</td>
<td>Jim and Nancy</td>
<td>Ensure conformance with National guidelines</td>
</tr>
<tr>
<td>March</td>
<td>Vision-Mission-Purpose SWOT</td>
<td>Executive Board</td>
<td>Leadership direction for planning</td>
</tr>
<tr>
<td>April</td>
<td>Web Survey on Vision-Mission-Purpose and SWOT</td>
<td>Jim? Others?</td>
<td>Chapter direction for planning</td>
</tr>
<tr>
<td>May</td>
<td>Visioning workshop with Chapter</td>
<td>Jim to lead</td>
<td>General Chapter input</td>
</tr>
<tr>
<td>May</td>
<td>Outline plan</td>
<td>Jim</td>
<td>Clear planning structure</td>
</tr>
<tr>
<td>May - June</td>
<td>Draft plan</td>
<td>Jim to lead with EB support</td>
<td>Initial plan for review</td>
</tr>
<tr>
<td>July - August</td>
<td>EB Review</td>
<td>EB</td>
<td>Input on full plan</td>
</tr>
<tr>
<td>September (SNAP/PO)</td>
<td>Chapter workshop</td>
<td>APARI – RI</td>
<td>Chapter input on full plan</td>
</tr>
<tr>
<td>October</td>
<td>Adopt and Post</td>
<td>Jim with EB</td>
<td>Final Plan</td>
</tr>
</tbody>
</table>

The time table was adjusted somewhat over the course of the process (see below).

<table>
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<td>Al, Jim and Nancy Others?</td>
<td>Direction for proposed planning Engage authors of past plan</td>
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<tr>
<td>Month</td>
<td>Action Description</td>
<td>Responsible</td>
<td>Task Focus</td>
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<td>April</td>
<td>Solicit advice from National APA, Al, Jim and Nancy</td>
<td></td>
<td>Ensure conformance with National guidelines</td>
</tr>
<tr>
<td>April</td>
<td>Vision-Mission-Purpose SWOT</td>
<td>Executive Board</td>
<td>Leadership direction for planning</td>
</tr>
<tr>
<td>April - May</td>
<td>Continued Vision-Mission-Purpose and SWOT</td>
<td>Jim, Al Others?</td>
<td>Chapter direction for planning</td>
</tr>
<tr>
<td>May</td>
<td>Visioning workshop with Chapter</td>
<td>Al, Jim to lead</td>
<td>General Chapter input</td>
</tr>
<tr>
<td>June - July</td>
<td>Outline plan</td>
<td>Al, Jim</td>
<td>Clear planning structure</td>
</tr>
<tr>
<td>August</td>
<td>Draft plan</td>
<td>Al, Jim to lead with EB support</td>
<td>Initial plan for review</td>
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<tr>
<td>September</td>
<td>Chapter workshop and general review</td>
<td>APA – RI</td>
<td>Chapter input on full plan</td>
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</tbody>
</table>

Materials provided in this section include slide presentations, photos and meeting notes from process.
WHAT DO YOU WANT APART TO DO FOR YOU?
April 27 Workshop

Vision Mission Purpose (cont’d) and SWOT
S
- Small geographic base without overlap
- Non-education priority programs
- Membership

W
- Small contact membership
- Capacity
- Lack of planning capacity
- Limited job opportunities

O
- Committment and cohesiveness
- Membership
- Relationship of MA to CT
- Get involved in statewide organizations

- Public doesn't understand planning
- General awareness of grid
- Limited job opportunities
Fun Stuff

Strength
- We are social
- Access to success stories
- Other allied groups in the State
- A lot of younger members

Opportunities
- Partner wi other groups
- Find new members
- Reach out to other student groups

Intranet
- Lack of human interaction
Strengths
- We are social
- Access to success stories
- Other school groups in the South
- A lot of former members

Weaknesses
- Limited budget
- Limited time - bandwidth
- No passing school

Opportunities
- Close initial success stories
- Early to other states
- Retaining alumni families

Threats
- Lack of participation
- Funding
- Aging membership
Get It Done

Strengths
- Having National Networking
- Making the Canopy: 300,000
- National high school
- CEPAT (400-500 participants)
- ARAP (400-500 participants)
- National Congress (200-300 participants)

Weaknesses
- Lack of planning time
- Lack of staff
- Lack of funds
- Lack of organization

Strengths
- Having National Networking
- Making the Canopy: 300,000
- National high school
- CEPAT (400-500 participants)
- ARAP (400-500 participants)
- National Congress (200-300 participants)

Weaknesses
- Lack of planning time
- Lack of staff
- Lack of funds
- Lack of organization
**Strengths**
- Higher Education
- Excellent training opportunities

**Weaknesses**
- Lack of planning board
- Lack of job opportunities
- Need to emphasize fulfillment of students

**Opportunities**
- Conduct more training in other areas

**Threats**
- 

**GET A CLUE**
Weaknesses

- Size: Limited membership/Capacity
- Weak of our network

Weaknesses

- Size: Limited membership/Capacity
- Weak of our network

Opportunities

- GT-Kids
- MR Planning

Trends

- One-sided communication
- Parochial
<table>
<thead>
<tr>
<th>Actions</th>
<th>Leader</th>
<th>Partners</th>
<th>Resource</th>
<th>Vision of Success</th>
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<tr>
<td>B1C3</td>
<td>Nancy</td>
<td>EB</td>
<td>help, support</td>
<td>April 3rd, June 2016</td>
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<tr>
<td>Engineer staff/Law</td>
<td>Jim, Al</td>
<td>EB</td>
<td>time</td>
<td>April, Dec, 2015</td>
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<tr>
<td>Initiative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative Basket</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Special Crew
- Get our house model ready
- Finalize our pitch
- One-on-one meetings with key players
- Discuss the action plan
- Highlight what makes us unique

Actions
- Bring up key data
- Reach out to CA
- Schedule follow-up call
- Communicate with reps
- The next steps
- Get stakeholder support
- Think through message on PR
Need to figure out what we can give planning board member as incentive for joining RIAPA.

Better partners with universities
  o Gather hot topics from Planning Board outreach
  o Arnie Robinson, RWU Community Partnership Center. Ask students to help research.
  o AICU Research Collaborative
  o Brown University

Planning Day at the State House:
  o 2 page brief on planning
  o What issues should they be aware of. Plain language.
  o Regular contact.

Other organizations to partner with:
  o CNU.
  o RI Bike Association
  o ULI (Look into their high school programs)
  o Network of design professionals Design X.

Quarterly newsletter to corporate members.

General Assembly Planning Day (Open House like exhibitors tables)

APA-RI Handout More about stories 1 month intro, 3 month small issues

Planning Board party with local projects highlighted at the event.
Planning Bard specific networking event.
AIA ASLA
Yang, cool people
CNU Bikes/Ped ULI Emerging Professionals
Corporate membership for affiliated professionals (projects highlighted in newsletter)
Think Tank = topic discussions on hot issues (Pawsox, streetcars)
Increase social media presence and send out a weekly digest email at the same day and time each week with info.
Better partnering of events. Promoting what other allied activities/events.
Brown bags on Fridays (spread out throughout the state (EB/AL SC)).
Getting entry level planners
  o Consider cost
  o Planning program
- Visit other states??
- Spread events throughout the state
- Highlight interesting projects.
- PVD downtown parking
- Notes from board meeting. Profiles in newsletter
- Weekly digest email around the same time every week organize like a mini newsletter link to FaceBook page Twitter update
- Coordinate better with allied professionals other schools and related organizations
  - Build a list of partners/organizations
Role of planner and solicitor... a meeting
Expand RIAPA
Board Training
Invigorate
- An Official list serve
- Google Now? Simpler to use? Yahoo
Regional brown bag lunches:
- E.g., An County or Newport
- Across state borders
  - E.g., Tiverton, Little Compton, Westport, Fall River
  - Wester Pawcatuck, Stonington, Hopkinton
Grad School

- Goal is to return to accreditation
- Committee with URI to support
- Profession will accept Graduate Certificate as entry level qualifications for job
- APAP RI will the certificate program
- Encourage URI to commit to timeline for return of a full program
- Contacts: Sharon Pavignars
- Dean Kirby
- Director at local career days should encourage staff attendance in graduate program
- Organize a subcommittee group meeting with Dean Kirby
- Attend Career Day or meet with students prior to course selection.
- Possible contacts with other schools: Annie Robinson Barbara Sokolof, Maia Furish
Elect a planner to the General Assembly—Kevin Flynn

Did 501c3 lapse or get rescinded? You don’t need $3,500 to do it call Rich Streitfeld at Aurora, Laviole and Streitfeld.

With the rebirth of the planning program offered by all 6 colleges consider adding RISD, Brown, Providence College because they each have faculty that are planners.

I’ve come to 4 conferences in 10 years…. No one has ever followed with me to join or come to a conference. I have to find you—Robert Leaver (dleaver@newcommons.com)

Statewide Planning training for planning boards

Enlightenment—Expand membership beyond planners (GrowSmart)


Brown bag at Johnson and Wales University harbor campus to experience the city they have there

Bricks and mortar V. virtual experiential

Box City (Seth)
  o Planning curriculum materials for elementary school.
    o Rename it: Beyond the Box City
    o Cubekc.org
  o Central Falls: what community to engage in this training?
  o APA could have a booth at the League of Cities and Towns
Strategic Planning for APA-RI

NEW ENGLAND TECH

Jim Riordan
Vice President

April 9, 2015

www.essgroup.com
Presentation Overview

- Strategic Planning Overview
- Consensus-Building Workshop
- SWOT Analysis
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</tr>
<tr>
<td>May</td>
<td>Visioning workshop with Chapter</td>
<td>Al, Jim to lead</td>
<td>General Chapter input</td>
</tr>
<tr>
<td>May</td>
<td>Outline plan</td>
<td>Al, Jim</td>
<td>Clear planning structure</td>
</tr>
<tr>
<td>May - June</td>
<td>Draft plan</td>
<td>Al, Jim to lead with EB support</td>
<td>Initial plan for review</td>
</tr>
<tr>
<td>July - August</td>
<td>EB Review</td>
<td>EB</td>
<td>EB input on full plan</td>
</tr>
<tr>
<td>September</td>
<td>Chapter workshop</td>
<td>APA – RI</td>
<td>Chapter input on full plan</td>
</tr>
<tr>
<td>October</td>
<td>Adopt and Post</td>
<td>Jim with EB</td>
<td>Final Plan</td>
</tr>
</tbody>
</table>
Consensus Workshop (60 - 70 min)

**Context**
- Purpose
- Workshop Question
- Process
- Warm-up
- 10 minutes

**Brainstorm**
- Your list
- Team list
- Pass up first round
- 15 minutes

**Clustering**
- 4 – 6 pairs
- Pass up round two
- Tag clusters
- Pass up remaining cards
- 10 - 15 minutes

**Naming**
- Discuss largest cluster
- 3 – 5 word name
- Remaining clusters
- 10 - 20 minutes

**Resolution**
- Discuss consensus
- Create a matrix
- Discuss implications
- 10 minutes
SWOT Analysis (20 minutes)
Strategic Planning for APA-RI

Hartford Marriott
Jim Riordan
Vice President

September 25, 2015

www.essgroup.com
Presentatio**n Overview**

- Strategic Planning Overview
- Café Workshop
- Report and Discuss
<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action</th>
<th>Participants</th>
<th>Expected Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Strategic Planning process that was undertaken in 2002 and the result from 2004</td>
<td>Al, Jim and Nancy Others?</td>
<td>Direction for proposed planning Engage authors of past plan</td>
</tr>
<tr>
<td>April</td>
<td>Solicit advice from National APA</td>
<td>Al, Jim and Nancy</td>
<td>Ensure conformance with National guidelines</td>
</tr>
<tr>
<td>April</td>
<td>Vision-Mission-Purpose SWOT</td>
<td>Executive Board</td>
<td>Leadership direction for planning</td>
</tr>
<tr>
<td>April - May</td>
<td>Web Survey on Vision-Mission-Purpose and SWOT</td>
<td>Jim, Al Others?</td>
<td>Chapter direction for planning</td>
</tr>
<tr>
<td>May</td>
<td>Visioning workshop with Chapter</td>
<td>Al, Jim to lead</td>
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<td>June - July</td>
<td>Outline plan</td>
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<td>August</td>
<td>Draft plan</td>
<td>Al, Jim to lead with EB support</td>
<td>Initial plan for review</td>
</tr>
<tr>
<td>September</td>
<td>Chapter workshop and general review</td>
<td>APA – RI</td>
<td>Chapter input on full plan</td>
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<td>October</td>
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</table>
Purpose of the Café Workshop

- Examine your own ideas about how alternatives work together
- Have an open dialog about alternatives
- Leverage collective knowledge
- Lead to innovation and good decision making
Your Role as a Unique Participant

- Enter open conversation
- Listen more than speak
- Welcome differences
- Withhold judgment
- Avoid position taking
- Avoid being too PC
Cafe Workshop (40 mins)

- No specific leader.
- No note taker... Everyone writes.
- Split into groups (about 10 people per group) and pick a "reporter."
- Open café (20 minutes).
- Document results (5 minutes).
- Reporter presents findings and notes any new alternatives (2 minutes for each reporter)
What Would You Like to Do?

• **Street Cred**—Create a “seat at the table” for APA RI in working with the General Assembly, Builders Association and others.

• **Spread the Word**—Build on the current use social media and other forms of communication.

• **Enlightenment**—Engage and build on our diversity of membership.

• **Fun Stuff**—Continue to bring intellectually stimulating and engaging networking opportunities.

• **Get a Clue**—Continue to spearhead lifetime learning opportunities.

• **Get it Done**—Make projects happen.

• **Reach Out**—Stay well connected with APA National and build our connections outside of Southern New England.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Schedule</th>
<th>Anticipated Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>501(c)(3) Status</td>
<td>End of Year</td>
<td>Application for nonprofit status with IRS</td>
</tr>
<tr>
<td>Graduate Planning School</td>
<td>Ongoing</td>
<td>Credential program or graduate program</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>End of Year (Annual evaluation thereafter)</td>
<td>Chapter approval of RI APA 2020</td>
</tr>
<tr>
<td>Continuation of SNEAPA, CM training, holiday party, etc.; Expand training and social events to include allied organizations</td>
<td>Ongoing</td>
<td>Continuation of regular events and training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand events schedule</td>
</tr>
<tr>
<td>Continue to participate in affiliate events</td>
<td>Ongoing</td>
<td>Coordinated events with affiliates</td>
</tr>
<tr>
<td>Planning board liaisons</td>
<td>Year 1 – 2</td>
<td>Liaison meetings with each local planning board in RI</td>
</tr>
<tr>
<td>Outreach to General Assembly</td>
<td>Year 1 - 2</td>
<td>Better relationship with the General Assembly, especially the leadership</td>
</tr>
<tr>
<td>Social media presence</td>
<td>Year 2 - 3</td>
<td>Better engagement of membership, especially young planners</td>
</tr>
<tr>
<td>APA RI Think Tank</td>
<td>Year 4</td>
<td>Chapter planners and affiliate organizations have APA RI as an informational resource</td>
</tr>
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</table>