

A Guide to Non-Profit Governance & Volunteer Engagement



Thank you for your interest in APPA Chapters and Regions!

Whether you are creating a new chapter or are stepping into a leadership role in an existing chapter or region, the APPA staff is ready and willing to help you make your chapter or region a success! In addition to this guide, we can help you identify institutions – both members and non-members – in your area, assist with event planning logistics, and more!

APPA Membership membership@appa.org

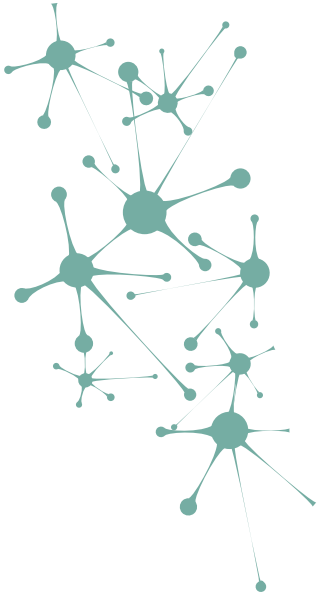
APPA Professional Development education@appa.org

APPA regions <https://www.appa.org/membership/appa-regions-chapters/>



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BENEFITS OF APPA CHAPTERS



A state or metro-area APPA chapter provides the benefits you expect from APPA – professional networking, professional development opportunities, and education – at a local level that allows members to share experiences and address challenges unique to their campuses. Chapters offer the opportunity for grassroots networking, collaboration, and localized professional development activities that can help strengthen the educational facilities profession by addressing real-time shared issues faced by facilities managers in your area.

Just as you depend on APPA for quality products, services, and career-building opportunities, APPA depends on its members to help spread the word

and introduce the professional benefits of APPA throughout your educational facilities community. Only with your assistance can we increase the APPA membership at the chapter, state, and regional levels, as well as advance awareness about the educational facilities profession.

Local chapters have the opportunity to cast a broad net, offering professional development and networking opportunities that require a lower threshold of cost and time commitment from potential new members. Bringing in these new voices and perspectives could be the key for identifying new challenges that face our evolving industry and best practice solutions to address them.

HOW TO CREATE A SUCCESSFUL APPA CHAPTER

2

KEY DECISIONS

Geographic
Boundaries

Name/Acronyms

In addition to the excitement, passion, and zeal needed to start a new APPA chapter is the hard work of finding equally passionate and excited members to volunteer their time and effort. The good news is that once your core group has been established, there is no need to start from scratch. Existing chapters, your APPA region, and APPA International can provide guidance and a framework to help you through the necessary steps to establish a new chapter. Including a member of your APPA regional board and an active APPA business partner in the initial core team establishing the chapter will help align the chapter with existing regional activities and protocols.

Two key decisions that should be made quite early in the process include: 1) geographic boundaries for the chapter; and 2) names/acronyms for the chapter that identify the brand and setting for your chapter. Setting a geographical boundary for the chapter can be challenging, so it is important to focus on mapping out a boundary that provides the best opportunities for reduced cost and time for in-person gatherings and networking.

There are two parts to establishing a successful chapter. Creating the legal entity and establishing a board and by-laws. At the same time the business side is being established, it is critical that the creative juices keep working so the chapter can launch with exciting and relevant activities to attract and maintain existing and potential APPA members.

HOW TO GET STARTED: NUTS AND BOLTS

BELOW ARE THE STEPS TO GET STARTED.

See appendix with additional resources for forms listed below.

- ☐ 1. Host a mixer or informal get together to generate interest in chapter formation
- ☐ 2. Establish Articles of Incorporation in the state
- ☐ 3. Establish chapter bylaws, including position descriptions for the chapter board; create logo - APPA can assist with design
- ☐ 4. Hold your first formal meeting and establish official organizational resolutions
- ☐ 5. Obtain an EIN Number from the US Internal Revenue Service
- ☐ 6. File EIN number with the US Internal Revenue Services or appropriate Canadian governing body. Organization is given a letter of status which should be a non-profit 501c(3). This establishes the organization's tax exemption status.
<https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>
 - a. If the new chapter decides to fall under APPA's group tax exemption umbrella, APPA will send a letter to the IRS accordingly.
- ☐ 7. File for incorporation in the state (a resident of the board must reside within the state) and receive a certificate of status and identification number.
- ☐ 8. All chapters MUST file an annual tax return which takes the form of a 990. It is highly recommended that the chapter/region uses a third party tax preparation service.
- ☐ 9. Completion of Guiding Principles for Organizational Affiliation
 - a. Signed by the chapter officer, an officer of the APPA region, and APPA. This document is a description of the roles of APPA, the region and chapter. It clarifies various roles and purposes and support of one another.

Start the formation of your chapter by holding a "mixer" or informal meeting of interested parties within your state and evaluate the level of need and interest. APPA can provide you with a list of member and non-member institutions within your state. Simply email membership@appa.org for the most recent list. Once you've created "buy in" and established a mandate to create a chapter, it's time to get down to business.

Once your chapter is established, consider hosting your annual/quarterly meetings for members within your state. Keep reading for some helpful hints for hosting a successful chapter meeting.

Resources available from APPA to newly forming or established regions or chapters

- Website hosting and design
- Logo design
- Event registration
- Contract review/recommend insurance agent
- Recommend speakers bureau, A/V and decorator
- Volunteer recruitment for boards
- Legal guidance/review of documents
- Questions around tax filing or insurance
- Membership dues collection
- Assistance with setting up and maintaining a social media presence
- Audits should be conducted every 3 years.
- Strategic planning should occur every 3 years as your directions and needs change.

HOW TO GET STARTED: BOARD POSITIONS



Having clear board roles and expectations are important to the success of your region or chapter. Each volunteer will ask "what is expected of me in my board role? How much time do I need to commit?" While each region and chapter is different

and have different cultures, there are some basic responsibilities that are outlined within your bylaws but can be expanded upon in another guiding document. [see Board Roles and Responsibilities]



HOW TO GET STARTED: PROGRAMMING



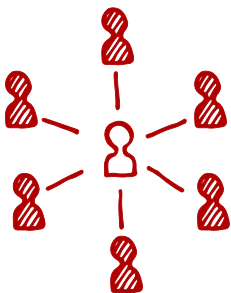
Sharing your experiences about membership in APPA can be a pivotal way to encourage colleagues and peers in the profession to join APPA. Potential members want to see and hear about your involvement in APPA, so share specific stories of how APPA membership has been of great value to your professional career and personal growth. Show them how demonstrating involvement on the local chapter, region and APPA level can benefit them and their institution.

For a new chapter, hosting a full conference with speakers, break-out sessions, and exhibits may be overwhelming. As you start off, smaller-scale events may be easier to organize and attract new faces as you build the chapter. You may discover

that certain types of events are more attractive to facilities professionals in your area. Focus on what works for your chapter!

- Networking forums
- Campus tours of new state-of-the-art facilities or installations
- Speakers series: regulatory impacts specific to your state; local climate/energy challenges; local population forecast implications for campus in the future
- Chapter coordinating with Business Partners and APPA to host drive-in workshops

ORGANIZING MEETINGS AND BUILDING MEETING ATTENDANCE



Planning for a Meeting/Conference

There are many basic details to consider when establishing the level of desire for hosting a regional or chapter meeting. Policies and procedures need to be established in order to determine what decisions need to be validated by organizational boards, such as budgets, meeting locations, events, and program content.

In anticipation of the involvement needed, as well as the reality of balancing your job responsibilities, the following recommendations help outline divisions of duties:

Host Committee – This group of volunteers would be responsible for the structure of the event such as:

1. Establishment of Conference Dates
2. Establishment of Conference Location
3. Development of Conference Budget
4. Engagement with all service providers (i.e. hotel/facility, A/V, transportation, etc.)
5. Set up of Registration
6. Management of Conference Website

Programming Committee – This group of volunteers would be responsible for establishment

of content for educational breakout sessions as well as a general session or a keynote session.

Exhibitors/Sponsorship Committee – This group would be responsible for soliciting exhibits as well as business partners for sponsorship support.

Regional and state conferences require a lot of planning and structure; however, there are no rigid guidelines or magic formulas. Structure will vary from group to group and meeting to meeting.

Registration for your chapter meeting should run through the APPA database. This allows for you to benefit from real-time membership status, contact information and seamless tracking of membership engagement. NOTE: While your event would run via the APPA database system, the host entity will be required to establish your own bank account as well as payment interface. This is an audit requirement as APPA will not manage, engage or touch your event funds.

Dates

Dates for the meeting should never conflict with one APPAU, or other nationally/regionally advertised APPA events. You are encouraged to check with the



APPA regional and state organizations within APPA via the website to avoid conflict.

Now that you have avoided a meeting conflict, there are several other considerations to picking a date.

- **Availability and price of hotel and meeting rooms.** You may get a better deal on price if you are not in a hotel's high season for conferences. This needs to be a balanced decision with respect to other factors.
- **Holiday schedules.** Aside from checking religious/governmental holidays for US, Canada & Mexico, you should also try to determine if you will fall into a winter or spring break or other potential conflicts for educational facilities professionals.
- **Availability of key speakers.** If you have a key speaker in mind, you may want to check on their available dates before finalizing the date selection. This may not be an issue since most regional and chapter meetings are planned at least a year or two in advance.

Timeline

It is helpful to begin a timeline at the beginning of your conference planning process that outlines all activities. Details should include: who is responsible for planning sessions, who is responsible for planning networking receptions, time frames for mailings, printing, etc. Another item to consider is how many weeks before the conference should a final registration date be set. Be sure to check if any holidays may affect a response to mailings. APPA has developed a detailed task list that encompasses the entire planning process, from planning the logistics to marketing the conference.

Location: City

Picking a city for the conference is similar to picking a date for your event. Your conference group should consider if you have a core group of volunteers willing to assist with local arrangements. If multiple cities in the state or region are suggested, consider which city has the most appeal and the best transportation system.

Location: The Facility

Negotiating the contract for your event, which could include hotel or convention facility, will be one of the more critical tasks involved in organizing a conference. Here is a sampling of items to consider:

- If you will be having an exhibit hall, where will the exhibitors be located?
- Does the facility have in-house drayage services? Can this be negotiated into the contract? If not, are there preferred vendors that need to be considered?
- What is included in the food service? What is the minimum amount of food that you are obligated to order? What taxes & gratuities will be levied?
- What A/V equipment is provided? What additional inventory would the facility be able to provide? Will discounts be offered if in-house providers are used?
- Is WIFI free in the meeting space?
- Are you following local and federal laws (i.e., copyright issues and the Americans with Disabilities Act).

The APPA Professional Development staff are a valuable resource for you. They are always happy to assist in reviewing contracts prior to signatures.

Space

When considering how much space your conference will require, you will need to look at your event holistically ensuring space for registration, meals/receptions, exhibits, keynote speeches, and educational sessions.

Exhibits

Depending on the desired outcome of your event, you may wish to consider the inclusion of exhibits as a revenue generating line item. Should you progress in this direction, the following should be considered:

- What hours will the exhibits be available vs educational time?



- What type of space would the facility be able to provide? Would there be an additional rental fee for this space? NOTE: Request a CAD drawing to confirm the actual space that would be utilized.
- Will exhibits be tabletops or booths?
- If there are setup costs, who provides the labor and pays for the setup?
- How many dedicated hours should be devoted to exhibits?
- Is security needed? If so, can this be negotiated in your facility contract? If not, what suppliers does the hotel suggest? NOTE: In any situation you want to use facility recommended suppliers to save on added possible insurance fees.
- How many total exhibitors should you allow given the respective number of attendees?

Meals

One of the largest sections of your event development from a fiscal matter will be your food & beverage area. Key items to keep in mind for purposes of negotiation with the chosen facility as well as budget expectations are the following:

- How many meals will you be serving?
- What is the establishment of your per head cost to include meal, taxes and services fees / gratuities?
- Will you offer a cash or sponsored bar? NOTE: for either version, bartender fees will be assessed.
- How many extra meals will they have available for on-site registrations?
- Will outside vendors be allowed to serve meals/ food/alcohol?

Technical/AV Requirements

As a part of your budget development, as well as facility negotiations, you will need to determine what type of AV requirements are necessary for the event as a whole.

- Will you be required to utilize in-house vendors or can you negotiate for outside vendor support?
- In establishing your breakout sessions, advise your presenters that they are to supply their

own laptop. NOTE: Verification of which platform will be necessary to determine capability with the facility.

- What type of AV set-up will you have for your session rooms – LCD Screen w/ projection? Flipcharts? Microphones? Wired vs. Wireless?
- Will WIFI be provided in all the meeting space?

Miscellaneous

The following is a list of documents that may be helpful to you as you form your chapter and increase involvement.

APPA Bylaws

Example of Regional Bylaws –

visit regional sites to the regional bylaws

APPA Affiliation Agreement - Appendix A

APPA Headquarter's Staff Support

Planning a meeting is time-consuming; however, it can be a rewarding experience for you and your organization. APPA's Professional Development team is available for any questions that may arise when planning your meeting.

Insurance Issues

For each event, the region or chapter should have a cancellation policy in place, sub-rider for terrorism and a sub-rider for global disease (i.e. COVID). If there are any additional questions, please do not hesitate to contact APPA's continuous learning team.

If you have any questions regarding what type of insurance is required for your meeting, do not hesitate to contact APPA's Professional Development team or Finance and Administration staff.

ADDENDUM:

Reference Documents and Samples

Board Governance

- Administrative Policy and Procedures (Ethics)
- APPA Conflict of Interest Policy
- Articles of Incorporation
- Bylaws Template
- Guiding Principles for Organizational Affiliation
- Organization Resolution
- Roberts Rules of Order Introduction
- SAMPLE Board Member Duties
- SAMPLE Board Agenda
- Types of Insurance
- Whistleblower Policy

Budget & Finance

- Accounting and Financial Reporting Guidelines
- APPA Investment Policy
- Budget Process
- Educating Your Board About Audits
- General Finance Policies
- SAMPLE Budget
- Tax Filing Requirements



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ETHICS AND PROFESSIONALISM

The association has adopted three statements regarding expectations for the conduct of its members: a code of ethics, a code of professional conduct, and a conflict of interest policy.

I. ASSOCIATION CODE OF ETHICS

At the Annual Business Meeting held in Atlantic City, New Jersey in April 1976, the membership voted to approve a code of ethics. All representatives of APPA member institutions are expected to comply with the code in their daily professional activities. The tenets of the code of ethics are:

- A. The administrator (Executive Vice President) shall exemplify and strive to maintain the highest attributes of personal and professional character, honesty, and integrity. He (he/she) will at all times uphold these qualities within himself and encourage them in others.
- B. The administrator will be industrious and display competence over his areas of responsibility while fostering and initiating professional training, growth, and development for himself, his colleagues, and those he presides over.
- C. The administrator will strive for fairness and integrity in the execution of his responsibilities in dealing with personnel, the expenditure of funds, and the awarding of contracts.
- D. The administrator will endeavor to understand and support the goals, policies, and objectives of the institution he serves and strive to carry them out in the most efficient and economical manner possible.
- E. The administrator will foster recognized professional standards and encourage a professional attitude in himself and those with whom he works.

II. CODE OF PROFESSIONAL CONDUCT

In addition, Article II of the bylaws contains a code of professional conduct for members, the tenets of which are as follows:

- A. In pursuit of the purposes of the association, members shall see to blend the stewardship of physical facilities and assigned resources with the obligation for support services to the mission and programs of the institution.
- B. Members shall maintain the highest level of personal and professional conduct as such conduct may reflect upon the association or the profession.
- C. Members shall maintain professional expertise in facilities management through regular participation in educational events. Members are encouraged to attend an official association or regional educational event every two years.

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- D. No member shall abuse any privileges that may be extended as a result of his or her membership or position in the association or institution.
- E. No member shall misrepresent his or her professional status, competence, or experience when applying for or maintaining any employment position where such background is a factor.
- F. No member shall allow the use of his or her name or likeness in a manner so as to misrepresent his or her position or institution, or otherwise mislead the public concerning rank or service.

III. APPA CONFLICT OF INTEREST POLICY

All association officers and employees are bound by the conflict of interest policy that was adopted by the Board of Directors in July 1985. The policy reads as follows:

A. Policy

The policy requires that all employees and officers avoid situations that may constitute a conflict between personal interests and duties to the association. A conflict of interest exists when an employee's or officer's duty to give undivided loyalty to the association can be prejudiced by actual or potential personal benefit from another source. Employees and officers are expected to avoid investments, interest, or associations that interfere or reasonably might be thought to interfere with the exercise of judgment in the association's best interest.

B. Definitions

When used in this policy, unless the context otherwise requires:

1. "Employee" means any salaried employee of the association, including both full-time and part-time employees.
2. "Officer" means any officer or director of the association, whether elected or appointed.
3. "Gift" means a rendering of money, property, services discount, loan forgiveness, payment of indebtedness, or anything else of value in return for which legal consideration of equal or greater value is not given and received.
4. "Disclosure" means a written report filed with the Executive Vice President (Executive Committee in case of the Executive Vice President) within ten working days following the receipt of a gift.
5. "Immediate family members" mean the spouse or minor children.

C. GOODS AND SERVICES

An employee or officer, including their immediate family members, shall not sell any goods or services to the association having a value in excess of \$500.00 for each transaction or cumulative annual value in excess of \$1,000.00. An employee or officer who has or reasonably anticipates having, an ownership interest in, an executive position in, or another remunerative relationship with

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participate in preparing specifications, qualifying vendors, or selecting successful bidders for goods and services in which they have an interest.

D. GIFTS

An employee or officer, including immediate family members, shall not, directly or indirectly, solicit, accept, or receive any gift having value in excess of \$50 in any one occurrence when a donor's official action for the association or lack of official action will potentially have a material effect on the interest of the donor.

E. DISCLOSURE

An employee or officer shall disclose in writing the nature, amount, date, and donor of any gift made to the employee or officer and immediate family members that exceeds \$25.00 in value in any one occurrence.

F. EXCEPTIONS

An exception to this policy may be granted on a case-by-case basis by a majority vote of the Executive Committee. However, such exemptions shall not waive the disclosure requirement.

G. ACKNOWLEDGMENT

An employee or officer shall acknowledge and agree to abide by the provisions of this policy before accepting a position with the association.



Conflict of Interest Policy

Article I

Purpose

APPA, “*Leadership in Educational Facilities*” (hereinafter the “Association”) and its officers and directors are dedicated to serving the interests of the Association’s constituency in the most honorable and ethical manner possible; the Association’s officers and directors are committed to fulfilling their duties to the Association, including the disclosure of conflicts of interest or the appearance of conflicts. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to non-profit and charitable Associations.

Article II

Definitions

1. *Interested Person* Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, or other interest, both as defined below, is an interested person.

2. *Financial Interest* A person has a *financial interest* if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Association has a transaction or arrangement;
- b. A compensation arrangement with the Association or with any entity or individual with which the Association has a transaction or arrangement; or,
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Association is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

3. *Other Interest* A person has an *other interest* if the person has other professional, business, family, or volunteer responsibilities or positions outside the Association that could predispose or bias the individual to a particular view or goal.

4. A *financial interest* or *other interest* is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a *financial interest* or *other interest* may have a conflict of interest *only* if the appropriate governing board or committee decides that a conflict of interest exists.

Article III
Procedures

1. Duty to Disclose In connection with any actual or possible conflict of interest, an *interested person* must disclose the existence of any and all *financial interests* and *other interests* and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists After disclosure of the *financial interests* and *other interests*, and all material facts, and after any discussion with the *interested person*, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The Chair of the governing board or committee shall, if appropriate, appoint a disinterested person or ad hoc committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Association can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Association's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the

member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV
Records of Proceedings

The motions and actions of the governing board and executive committee with board delegated powers shall contain:

- a. The names of the person(s) who disclosed or otherwise were found to have a financial or other interest in connection with an actual or possible conflict of interest, the nature of the interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V
Compensation

- a. A voting member of the governing board who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Association, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Article VI
Annual Affirmation Statements

APPA's president, vice presidents of a committee and each board with governing board delegated powers shall annually sign a statement on the form attached, that affirms that the person has received a copy of this conflict of interest policy, has read and understood the policy, and has agreed to comply with the policy; and discloses the person's financial and other interests that could give rise to conflicts of interest.

**APPA CONFLICT OF INTEREST POLICY ACKNOWLEDGMENT
DISCLOSURE FORM**

I have read the APPA, "*Leadership in Educational Facilities*" Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service on behalf of APPA. If at any time following the submission of this form, I become aware of any actual or potential conflict(s) of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the APPA President & Executive Vice President in writing.

Disclosure of Actual or Potential Conflict(s) of Interest:

Signature: _____

Printed Name: _____

Date: _____

**ARTICLES OF INCORPORATION OF
[Chapter], Inc.
An [state] non-profit Corporation**

ARTICLE I - NAME

The name of the corporation is [chapter], Inc., (hereinafter "the Corporation").

ARTICLE II - PLACE OF BUSINESS

The principal office and place of transacting the business of the Corporation shall be [address]; however, the Board of Directors may meet for the transaction of business at such other places within or without the State of [state] as the Directors may from time to time designate

ARTICLE III - PURPOSE

The purpose for which this Corporation is organized is the transaction of any and all lawful business for which non-profit corporations may be incorporated under the laws of the State of [state], as they may be amended from time to time. Said Corporation is organized exclusively for charitable, scientific and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 ("Code"), or corresponding section of any future federal tax code, including for such purposes the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Code, or corresponding section of any future federal tax code. To the extent that the following conforms to such charitable, scientific and educational purposes, the general nature of the business to be transacted by the Corporation is more specifically as follows:

To develop and promote facilities leadership and maintain high standards in the administration, care, operation, construction, planning, and development of facilities used by educational institutions, universities, colleges, and other institutions of education within the State of [state]; to promote professional standards to better serve the objectives of education; to aid and supplement the work of APPA and the [region name] region of APPA; and to engage in such activities as may be needed to fulfill the purposes and objectives of [chapter] and to engage in such other related activities as may be desirable or required to fulfill the purposes and objectives of the Corporation.

ARTICLE IV - MEMBERSHIP

The Corporation may have voting and non-voting classes of membership as may be set forth in the Bylaws.

ARTICLE V - DIRECTORS

The Board of Directors shall be vested with the management and control of the Corporation. The manner in which the Directors shall be elected or appointed, and their term of office, shall be as provided in the Bylaws of the Corporation. The initial Board of Directors shall serve as the directors until the organizational meeting of the Board of Directors, or until successors are duly elected and qualified. Except as otherwise provided in these Articles of Incorporation or Bylaws, the Board of Directors, by a majority vote of those present at a duly-convened meeting, shall have the power to adopt, amend and rescind the Bylaws for the governing of the Corporation.

The number of Directors constituting the initial Board of Directors is three (3) and the names and addresses, including street, number, and zip code, of the persons who are to serve as the initial directors until their successors are elected or appointed and qualified are: [name and addresses of people].

ARTICLE VI - DIRECTOR LIABILITY

The personal liability of the directors to the Corporation for monetary damage for any action taken or any failure to take any action as a director is eliminated to the fullest extent permitted by A.R.S. § 10-3202(B)(I), as it may hereafter be amended or renumbered, or the analogous provision of any future [state] nonprofit corporation code.

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its directors, officers, members, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of (or in opposition to) any candidate for public office.

ARTICLE VII - INCORPORATOR

The name and address of the incorporator are: [name and address of person]

ARTICLE VIII - DURATION

The duration of the Corporation is perpetual.

ARTICLE IX-STATUTORY AGENT

The Statutory Agent is [name and address of agent]. The Board of Directors may, at their option, revoke such appointment and shall have the power to fill such vacancy.

ARTICLE X - AMENDMENTS

These Articles of Incorporation may be amended from time to time only by a majority vote of the Board of Directors of the Corporation present, in accordance with procedures set forth in the By-laws of the Corporation, at a duly convened meeting called for that purpose, if a quorum is present and a notice is given as specified in the By-laws of the Corporation.

ARTICLE XI - LIQUIDATION

Upon the winding up and dissolution of this Corporation, after paying or adequately providing for the debts and obligations of the Corporation, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation, which is organized and operated exclusively for the support of and promotion of [chapter], Inc., as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code, or corresponding section of any future federal tax code, as the Board of Directors shall determine. Any assets not disposed of shall be disposed of by the Superior Court of the County in which the principal office of the Corporation is then located exclusively for such purposes or to such organization or organizations as said Court shall determine, which are organized and operated exclusively for such purposes.

DATED:

[add name and signature of officer]

CONSENT TO ACT AS STATUTORY AGENT

I, [name], having been designated to act as statutory agent for [chapter], Inc., hereby consent to act in that capacity until removal or resignation is submitted in accordance with [state] Revised Statutes.

DATED this_ day of_____.

BYLAWS

OF

**[Chapter Name] APPA, INC.,
a Nonprofit Corporation**

ARTICLE I

NAME AND PURPOSES OF THE CORPORATION

Section 1.01 Name. The name of the organization shall be [state/locality] APPA, INC. aka [chapter acronym], INC. (the "Corporation") shall be a nonprofit organization incorporated under the laws of the State of Mississippi.

Section 1.02 Purposes. The Corporation is organized and operated exclusively for charitable and educational purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code, as amended (or the corresponding provisions of any future United States Internal Revenue law) including, but not limited to: developing and maintaining high standards in the administration, care, operation, planning, and development of facilities used by educational institutions; to promote professional ideals and standards to better serve the objectives of education; to engage in such other activities as may be desirable or required to fulfill the purposes and objectives of the Corporation; and aiding and supplementing the work of "APPA" or the "Association."

ARTICLE II

OFFICES

Section 2.01 Location. The principal office the Corporation shall be located within or without the State of [state of incorporation], at such place as the Board of Directors ("the Board") shall from time-to- time designate. The Corporation may maintain additional offices at such other places as the Board may designate. The Corporation shall continuously maintain within the State of [state] a registered office at such place as may be designated by the Board.

ARTICLE III

MEMBERSHIP, VOTING AND DUES

Section 3.01 Eligibility. Members shall be institutions and business partners eligible to hold regular or affiliate membership in APPA. Participants shall be employees or contractors of or for Facilities Services and/or Physical Plant Departments engaged in operations, maintenance, engineering, construction, planning and development, or other related functions affiliated with Facilities Services.

Section 3.02 Categories. Membership in the Corporation may be held under the following categories:

(a) **Institutional Membership** is open to all colleges and universities, community and two (2) year technical colleges, K-12, school districts, research laboratories and institutions, libraries and museums that have a facilities department and administrator. Each Institutional Member shall designate one institutional representative who will be eligible to vote on behalf of the institution and serve as the principal contact between the Corporation and the institution.

(i) Appointment of Temporary Substitute Representatives. An institutional representative may appoint a temporary substitute representative from the same institution who shall have all rights (including voting rights) of the institutional representative for the meeting(s) for which the substitute representative was appointed. The attendance of the substitute representative shall be a valid means of attendance by the Institutional Member for purposes of obtaining a quorum. Appointment of a temporary substitute representative shall be done in writing signed by the institutional representative, or by verbal notice given to the Secretary of the Corporation by the institutional representative prior to the opening of the meeting.

(ii) Other Employees of Institutional Members. Other employees of existing member institutions in good standing with the Corporation will be considered associate/non-voting Members.

(b) **Affiliate Membership** is open to nonprofit institutions or organizations with an interest in facilities management such as hospitals, churches, city, state and county governments and military bases. Affiliate Membership is also open to interested professionals who are not employed by a for-profit organization that would qualify as a Business Partner. Affiliated members are not eligible to vote or hold office.

(c) **Student Membership** is limited to full-time students studying facilities management or a related field at a degree-granting college or university. Student Members are not eligible to vote or hold office.

(d) **Emeritus/Retired Members** - Any member of [chapter], [region] or APPA, who has retired and has made significant contributions to [chapter], [region] or APPA and the facilities management professions upon request to and approval of the Board of Directors of [chapter] will be granted emeritus /retired status. An emeritus /retired member has the rights and privileges afforded a regular or affiliate member except the right to vote. Emeritus/retired members will not be required to pay annual dues. Emeritus/ retired members that reside in the State of [state] may volunteer to serve [chapter] in any capacity approved by the board of directors and [chapter]'s membership. Emeritus /Retired members must agree to remain active in our professional development and provide value to [chapter] membership. Emeritus/Retired status is forfeited in the event the member becomes employed by a for-profit organization that would qualify as a Business Partner.

(e) **Business Partner Membership** is open to all corporations who provide products and services to the facilities management marketplace or who have an interest in reaching facilities managers in the education environment. Business Partners are nonvoting members with the exception of the Business Partner who is on the Board. Business Partners Members may nominate their Board representative.

Section 3.03 Good Standing. A Member in good standing is a Member who:

(a) Is current with membership dues and payments

(b) Has not been expelled or suspended from membership by a seventy-five percent (75%) majority vote of the Board. The following shall be grounds for suspension or expulsion of any Member, in the sole discretion of the Board:

(i) Non-payment of membership dues and fees;

(ii) Failure to abide by the Bylaws of the Corporation;

(iii) Non-cooperation with the Corporation including, but not limited to, causing disruption at meetings or functions of the Corporation, consistently supporting or promoting policies contrary to the stated purposes and objectives of the Corporation, and/or acting or causing action in a way that is harmful to the Corporation.

No Member shall be suspended or expelled unless said Member is first given thirty (30) days prior notice of the intended action against said Member by the Board, and the Member is first given the opportunity to be heard by the Board. The right to a hearing shall be waived, however, unless said hearing is requested by the Member within thirty (30) days of receipt of notice by the Member of the intended action against the Member by the Board.

Section 3.04 Meetings of the Membership.

(a) Meetings of the membership, regular or special, may be held at such place within or without the State of [state] and upon such notice as may be prescribed by the Board, or by petition of not less than one-fifth (1/5) of the membership.

(b) An annual meeting of the membership shall be held once a year at a time and location set by the Board for the purpose of electing Directors and for the transaction of such other business as may come before the meeting. The membership shall hold at least one (1) regular meeting per calendar year but may meet more frequently if circumstances require.

(c) Notice of the annual meeting shall be given to all Members not less than five (5) nor more than sixty (60) days prior to the date of said meeting: In lieu of written notice, any Member may sign a waiver of notice of the annual meeting. A Member's attendance at any meeting shall constitute waiver of notice of such meeting, excepting such attendance at a meeting by the

Member for the purpose of objecting to the transaction of business because the meeting is not lawfully called or convened.

(d) Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the membership need be specified in the notice or waiver of such meeting.

Section 3.05 Quorum of Members and Action by the Membership. Unless a greater proportion is required by law, the Institutional and Affiliate Members present at a meeting shall constitute a quorum for the transaction of business. If a quorum is present at the commencement of a meeting, a quorum shall be deemed present throughout such proceedings.

(a) **Remote-Attendance.** In the discretion of the Board and upon majority vote of the Members present, remote attendance (telephone or other electronic means) may be a valid means of attendance if remote attendance is necessary to obtain a quorum; provided, however, that in the event remote attendance is permitted for any Member, remote attendance shall be permitted for all Members for the current meeting. In the sole discretion of the Board, if the use of remote attendance is determined to be hindering the purposes and objectives of the meeting, the Board may adjourn the meeting and all action taken at the meeting shall be invalid for lack of a quorum.

(b) **Action by the Membership.** Except as otherwise provided by law, by the Articles of Incorporation or these Bylaws, the act of a majority of the Members present at a meeting at which a quorum is present shall be the act of the membership. Actions will be determined by a simple majority of eligible members who voted.

Section 3.06 Informal Action by Membership. Unless otherwise restricted by the Articles of Incorporation or these Bylaws, any action required or permitted to be taken by the membership may be taken without a meeting if a majority of the Members consent in writing through mail or by electronic means to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the Members shall be filed with the minutes of proceedings of the membership.

Section 3.07 Voting. Except as noted elsewhere in these Bylaws, all Members are eligible to vote and/or hold office. The Board may establish additional policies and procedures related to voting privileges.

Section 3.08 Non-Voting Membership. The Board may, at its discretion, and in the best interests of the organization, establish other categories of non-voting membership including, but not limited to, associate, emeritus and honorary memberships.

Section 3.09 Membership Approval. The Board shall establish policies and procedures for approving membership applications. All memberships shall be granted upon approval by the Board or designee.

Section 3.10 Dues. The Board shall establish policies and procedures for setting and collecting dues.

ARTICLE IV BOARD OF DIRECTORS

Section 4.01 Power of Board. The affairs of the Corporation shall be managed by the Board. The Board is responsible for overall policy and direction of the Corporation, and may delegate responsibility of day-to-day operations to officers and committees.

Section 4.02 Number of Directors. The number of Directors of the Corporation shall not be less than Five (5) or more than Nine (9). The number of Directors may be increased or decreased from time-to-time by Board resolution, and ratified by the membership at the annual meeting. No decrease in the number of Directors shall shorten the term of any incumbent Director nor shall the number of Directors be decreased at any time to less than five (5).

Section 4.03 Term of Directors.

(a) **Initial Directors.** The first Board of the Corporation shall consist of those persons named as initial Directors. Such persons shall hold office until replaced by election or appointment.

(b) **Officers.** Officers shall be elected or reelected by the voting representatives of Members at the annual meeting. Officers will be elected by a simple majority of voting Members present at the annual meeting.

(c) **Appointed Directors.** The Board of Directors upon majority vote shall appoint the At-Large Directors and Business Partner Director. The Board may determine other Director positions as necessary within the Board maximum limit of nine (9). The membership will be asked to ratify the appointments at the annual meeting.

(d) **Term.** The terms of Officers and Directors shall be staggered. Each Officer or Director shall hold office until the annual meeting when their term expires and until their successor has been qualified, then elected. Terms for each Officer and Director shall be as follows:

Elected Directors {Officers}

President	one (1) year (initial until 2022)
President Elect*	one (1) year (elected 2021)
Past President	one (1) year (filled in 2022)
Secretary	three (3) years (initial, then elected 2021)
Treasurer	three (3) years (initial, then elected 2022)

*Annually, a President Elect is voted in by the Members to serve a total of three (3) years in succession as the President Elect, President, and Past President.

Appointed Directors

Business Partner Director	two (2) years
At Large Directors - up to 2	two (2) years

(e) **Extension of Terms.** The Board of Directors may extend by majority vote the term for any Director, except the President, for a period of 1 year should they determine it is in the best interest of the organization and its membership.

(f) **Term Limits.** Directors shall serve no more than two terms in a single Board Position.

(g) **Limits on Directors from Same Institution.** The number of individuals on the Board of Directors from the same institution shall not exceed three (3) at any time.

(h) **Requirements on Directors from different types of education institutions.** The board shall consist of one, or more, members from a Mississippi University, Community College, and a K-12 school.

Section 4.04 Qualifications.

Directors shall be employees, or retirees, of a Member Institution in good standing. One (1) Business Partner Member in good standing shall be voted in as a Business Partner Director, provided the Board shall be comprised of five (5) or more Directors upon the completion of said vote, and further provided that a Business Partner Member is willing and able to serve as a Director.

Section 4.05 Vacancies. Vacancies shall be filled by majority vote of the remaining Directors of the Board for the unexpired term. A Director appointed to fill a vacancy shall be appointed for the unexpired term of their predecessor in office and shall serve until their successor is qualified, and then appointed.

Section 4.06 Removal of Directors. A Director may be removed by a majority vote of the Board at any regularly scheduled or special meeting of the Board whenever, in its judgment, the best interests of the Corporation would be served thereby.

Section 4.07 Resignation. Except as otherwise required by law, a Director may resign from the Board at any time by giving notice in writing to the Board. Such resignation shall take effect at the time specified therein and, unless otherwise specified therein, no acceptance of such resignation shall be necessary to make it effective.

Section 4.08 Quorum of Directors and Action by the Board. Unless a greater proportion is required by law, a majority of the Directors then in office shall constitute a quorum for the transaction of business. If a quorum is present at the commencement of a meeting, a quorum shall be deemed present throughout such proceedings. However, in no case shall any action be taken or deemed effective by a vote of less than three (3) Directors. Remote attendance (telephone or other electronic means) shall be a valid means of attendance. Except as otherwise

provided by law or by the Articles of Incorporation or these Bylaws, the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board.

Section 4.09 Meetings of the Board.

(a) Meetings of the Board, regular or special, may be held at such place within or without the State of [state] and upon such notice may be prescribed by resolution of the Board.

(b) An annual meeting shall be held once a year at a time and location set by the Board. The Board shall hold at least one (1) regular meeting per calendar year but may meet more frequently if circumstances require.

(c) Notice of the annual meeting shall be given to all Directors not less than five (5) nor more than sixty (60) days prior to the date of said meeting. In lieu of written notice, any Director may sign a waiver of notice of the annual meeting. A Director's attendance at any meeting shall constitute waiver of notice of such meeting, excepting such attendance at a meeting by the Director for the purpose of objecting to the transaction of business because the meeting is not lawfully called or convened.

(d) Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of such meeting.

Section 4.10 Informal Action by Directors; Meetings by Conference Telephone.

(a) Unless otherwise restricted by the Articles of incorporation or these Bylaws, any action required or permitted to be taken by the Board may be taken without a meeting of a majority of the Directors' consent in writing through mail or by electronic means to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the Directors shall be filed with the minutes of proceedings of the Board.

(b) Unless otherwise restricted by the Articles of Incorporation or these Bylaws, any or all Directors may participate in a meeting of the Board or a committee of the Board by means of conference telephone or by any means by which all persons participating in the meeting are able to communicate with one another, and such participation shall constitute presence in person at the meeting.

Section 4.11 Voting. Each Director shall have one (1) vote. All voting at meetings shall be done personally and no proxy shall be allowed. The board members present at a meeting have the authority to vote and make any necessary changes.

Section 4.12 Compensation. Directors shall not receive any compensation from the Corporation for services rendered to the Corporation as Directors of the Board, except that Directors may be reimbursed for expenses incurred in the performance of their duties to the Corporation in reasonable amounts based on policies approved by the Board.

Section. 4.13 Absence. Each Director is expected to communicate with the Chair/President in advance of all Board meetings stating whether or not they are able to attend or participate by electronic means or other agreed-upon means of communication. Any Director who is absent from three (3) successive Board meetings or fails to participate in any board activities within a twelve (12) month period shall be deemed to have resigned due to non-participation, and their position shall be declared vacant, unless the Board affirmatively votes to retain that Director.

ARTICLE V COMMITTEES, TASK FORCES, AND COUNCILS

Section 5.01 Committees of Directors. The Board, by resolution adopted by a majority of the Directors in office, may designate and appoint one (1) or more committees, each consisting of one (1) or more Directors, which committees shall have and exercise the authority of the Board in the governance of the Corporation. However, no committee shall have the authority to amend or repeal these Bylaws, elect or remove any Officer or Director, adopt a plan of merger or authorize the voluntary dissolution of the Corporation. Committees may be dissolved by a vote of the Board.

Section 5.02 Executive Committee. Between meetings of the Board, on-going oversight of the affairs of the Corporation may be conducted by an Executive Committee, the membership of which shall include the Officers of the Board.

Section 5.03 Finance/ Audit Committee. The Finance/Audit Committee is responsible for ensuring that the Corporation's financial statements and procedures are evaluated to determine that adequate fiscal controls and procedures are in place and that the Corporation is in good financial health. The Treasurer of the Board shall always be a member of the Finance/Audit Committee.

Section 5.04 Task Forces and, Councils, and Working Committees. The Board may create and appoint members to such other task forces, councils, and working committees as they shall deem appropriate. Such task forces, councils, and working committees shall have the power and duties designated by the Board and shall give advice and make non-binding recommendations to the Board. By way of example, task forces, councils, and working committees may be established to consider scholarships, awards, and event organization.

Section 5.05 Term of Office. Each member of a committee shall serve for two (2) years unless directed otherwise by the Board. New committee members may be appointed as needed.

Section 5.06 Vacancies. Vacancies in the membership of committees, task forces and/or councils may be filled by the President/Chair of the Board.

Section 5.07 Rules. Each committee, task force and/or council may adopt rules for its Meetings not inconsistent with these Bylaws or with any rules adopted by the Board.

ARTICLE VI OFFICERS, AGENTS, AND EMPLOYEES

Section 6.01 Officers. Officers will include: President, Vice-President, Past President, Secretary and Treasurer. The Secretary may also serve as the treasurer. Officers shall be elected by the voting Members present at an annual meeting of the Members. Officers shall not receive any salary and must be Directors of the Corporation.

Section 6.02 Term of Office. Beginning 2021, the Officers of the Corporation shall be elected at the regular annual meeting of the Members as follows:

President	one (1) year (initial until 2022)
President Elect*	one (1) year (elected 2021)
Past President	one (1) year (filled in 2022)
Secretary	three (3) years (initial, then elected 2021)
Treasurer	three (3) years (initial, then elected 2022)

*Annually, a President Elect is voted in by the Members to serve a total of three (3) years in succession as the President Elect, President, and Past President.

Vacancies may be filled at any meeting of the Board. Each Officer shall hold office until a successor shall have been duly qualified and elected or appointed by the Board.

Section 6.03 Removal. Any Officer may be removed by a majority vote of the Board in office whenever, in the Board's judgment, the best interests of the Corporation will be served thereby.

Section 6.04 Resignation from Office. Officers may resign at any time by providing written notice to the President/Chair.

Section 6.05 Powers and Duties. The powers and duties of the Officers of the Corporation shall be as follows:

(a) **President.** The President shall preside at the membership meetings and shall serve as chair of the Board of Directors; and such other duties as directed by the Board.

(b) **Vice-President.** The President Elect shall assume the duties of the President if the President is absent or if the post becomes vacant; and such other duties as assigned by the President or the Board.

(c) **Past President.** The Past President shall continue to be involved to provide continuity and serve as a resource to the current president. They will act as an Ambassador of the organization and represent the President at events/meetings at the President's request.

(d) **Secretary.** The Secretary shall be responsible for keeping an accurate record of all meetings of the Board and the membership, see that all notices are duly given in accordance with these Bylaws or as required by law, and, in general, perform all duties customary to the office of

Secretary and such other duties as from time-to-time may be assisted by the President or by the Board.

(e) **Treasurer.** The Treasurer shall be responsible for financial management, including keeping all appropriate fiscal records and ensuring that all funds are recorded, spent and monitored consistent with funder requirements, legal requirements and sound financial management. The Treasurer shall maintain the official records of the Corporation, shall have custody of the corporate seal of the Corporation if any and shall have the authority to affix the same to any instrument requiring it, and when so affixed, it may be attested by the Secretary signature. The Board may give general authority to any Officer to affix the seal of the Corporation, if any, and to attest the affixing by their signature.

ARTICLE VII MISCELLANEOUS

Section 7.01 Fiscal Year. The fiscal year of the corporation shall begin on January 1st and shall end on December 31st.

Section 7.02 Contracts and Other Documents. The Board of Directors may authorize Officers and agents to enter into contracts or to execute and deliver other documents and instruments on the Corporation's behalf. Such authority may be invested in other Officers or agents of the Corporation from time-to-time for specific purposes.

Section 7.03 Gifts. The Board may authorize Officers to accept, on behalf of the Corporation, any contribution, gift, bequest or device for the purposes of the Corporation.

Section 7.04 Checks, Drafts, Loans, Etc. All checks, drafts, loans or other orders for the payment of money, or to sign acceptances, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such Officer or Officers, agent or agents of the Corporation and in such manner as shall be from time-to-time determined by the Board.

Section 7.05 Deposits. All funds of the Corporation shall be deposited to the credit of the Corporation in such banks, trust companies or other depositories as the Board may from time-to-time select.

Section 7.06 Indemnification and Insurance.

(a) Unless otherwise prohibited by law, the Corporation shall indemnify and defend any Director or Officer, any former Director or Officer, and may, by resolution of the Board, indemnify any employee against any and all expenses and liabilities actually and necessarily incurred by them or imposed on them in connection with any claim, action, suit or proceeding (whether actual or threatened, civil, criminal, administrative, or investigative, including appeals) to which they may be or are made a party by reason of being or having been such Director, Officer or employee; subject to the limitation, however, that there shall be no indemnification in relation to matters as to which they shall be adjudged in such claim, action, suit or proceeding to

be guilty of a criminal offense or liable to the Corporation for damages arising out of their own gross or willful negligence or misconduct in the performance of a duty to the Corporation.

(b) Amounts paid in indemnification of expenses and liabilities in may include, but shall not be limited to, counsel fees and other fees; costs and disbursements; and judgements, fines and penalties against, and amounts paid, in settlement by such Director, Officer or employee. The Corporation may advance expenses to or, where appropriate, may itself, at its expense, undertake the defense of any Director, Officer or employee; provided, however, that such Director, Officer or employee shall undertake to repay or to reimburse such expense if it should ultimately be determined that they are not entitled to indemnification under this Article.

(c) The provisions of this Article shall be applicable to claims, actions, suits or proceedings made or commenced after the adoption hereof, whether arising from acts or omissions to act occurring before or after adoption hereof.

(d) The indemnification provided by this Article shall not be deemed exclusive to any other rights to which such Director, Officer or employee may be entitled under any statute, Bylaw, agreement, vote of the Board of Directors or otherwise and shall not restrict the power of the Corporation to make any indemnification permitted by law.

(e) The Board may authorize the purchase of insurance on behalf of any Director, Officer, employee, or other agent against any liability asserted against or incurred by him/her which arises out of such person's status as a Director, Officer, employee or agent or out of acts taken in such capacity, whether or not the Corporation would have the power to indemnify the person against that liability under law.

(f) In no case, however, shall the Corporation indemnify, reimburse, or insure any person for any taxes imposed on such individual under Chapter 42 of the Internal Revenue Code, as now in effect or as may hereafter be amended (the "Code").

(g) If any part of this Article shall be found in any action suit or proceeding to be invalid or ineffective, the validity and the effectiveness of the remaining parts shall not be affected.

Section 7.07 Amendment to Bylaws. These Bylaws may be amended by a majority affirmative vote of eligible voting Members that submit a vote. Votes may be cast at meeting of the membership or by mail or electronic ballot, as determined by the Board of Directors.

These Bylaws may be amended, altered, changed, added to or deleted from, or replaced by the affirmative vote of the majority of the [chapter] Board of Directors on behalf of the membership.

The undersigned Board of the Corporation hereby certifies that the foregoing Bylaws are the true and correct Bylaws of the Corporation,

GUIDING PRINCIPLES FOR ORGANIZATIONAL AFFILIATION BETWEEN APPA, THE REGIONS, AND CHAPTERS

I. Purpose:

The purpose of this document of understanding is 1) to establish guiding principles for the relationship between APPA and its regions and chapters (Affiliates) and 2) to state mutually agreed upon business practices and obligations in order to improve the educational facilities profession.

II. Basic Principles:

All regions and chapters shall be a tax-exempt, nonprofit association. For those chapters in the United States, the criteria for this status is defined by the Internal Revenue Code 501(c)3 regulations. For those chapters in Canada or elsewhere internationally, the criteria shall be defined by their provincial government. The purposes of the regions and chapters shall be in agreement with the purpose of APPA, which is addressed in Article II of APPA's Bylaws (see Appendix). In addition, all regions and chapters must adhere to the Limitation of Activities addressed in Article XVIII. Articles II, X, and XVIII of APPA's Bylaws provide the overarching, basic governing principles for all regions and chapters in this document.

For immediate and quick reference, pertinent sections of APPA's Bylaws have been extracted and provided in the Appendix.

III. Grant of Charter:

APPA's Board of Directors is the governing body that grants a non-exclusive charter to regions and chapters to be APPA affiliate organizations, and authorizes them to use the designation "APPA Region or Chapter." APPA also grants regions and chapters a limited right to use intellectual property of APPA such as trademarks or copyrights.

IV. Separate Entities and Indemnification:

Separate Entities: APPA and its regions and chapters expressly acknowledge and agree that they are, and shall remain, separate organizational entities and that no expressed partnership or agency is created by virtue of this document. As such, neither party shall be authorized to incur any liability, obligation, or expense on behalf of the other.

Indemnification: In furtherance of the above intention, regions and chapters hereby agree to indemnify and hold harmless APPA, its officers, directors, agents, members, and employees, from and against any action, suit, proceeding, claim, damage, liability, obligation, cost, or expense which may arise by reason of any act of omission by regions and chapters, or any of its officers, directors members, or employees. Similarly, APPA agrees to indemnify and hold harmless the regions, chapters and their officers, directors, agents, members, and employees, from and against any action, suit, proceeding, claim, damage, liability, obligation, cost, or expense which may arise by reason of any act of omission by APPA, or any of its officers, directors members, or employees.

V. APPA's Responsibilities:

APPA shall support the activities of regions and chapters within the guidance of APPA's Board of Directors to the extent practical and subject to the availability of resources. This may include: membership data management, membership dues collections, sponsoring and holding certain educational programs in the regions, chapters, or international territories sending an APPA representative to meetings of regions and chapters, and/or providing educational materials, membership collateral, publications, etc.

VI. Regions and Chapters' Responsibilities:

Obligations of regions and chapters shall include the following:

Affiliate Status, Activities, and Purposes: Each region and chapter ensures that it is incorporated as a nonprofit corporation and is tax exempt under Section 501(c)3 of the Internal Revenue Code or equivalent international status. Each region and chapter ensures that it is in good standing under the laws of the state of its incorporation. Regions and chapters should endeavor to conduct their activities within the highest legal and ethical standards.

Record keeping: Each Region and chapter shall maintain all records related to its corporation and tax-exempt status and will provide to APPA a copy of its Articles of Incorporation, By-laws, tax exemption status and determination letter from the Internal Revenue Service or equivalent international governmental document. Any amendments to the Articles of Incorporation or Bylaws approved by the membership of the regions and chapters will be provided to APPA in a timely manner in order to keep APPA's records up-to-date and to comply with federal regulations.

Compliance with Laws: Each region and chapter ensures that it has and shall continue to comply with all applicable laws, regulations, and other requirements in the performance of its responsibilities. Further, each region and chapter ensures

that it has obtained and will continue to maintain at its own expense, all permits, licenses, and other governmental approvals that may be required in the state or territory in the performance of its responsibilities. Each region and chapter ensures that it shall make all required filings, such as annual corporation returns and tax filings that may affect its incorporation or tax status. (On a need to know basis, APPA may request the Affiliates to furnish evidence of such permits, licenses, approvals, and documents of filings.)

Educational Programs: The Regions, chapters, and APPA will exchange a schedule of upcoming meetings, conferences, and seminars, as well as other related activities that each intends to sponsor. The purpose of which is information sharing and broad-based dissemination to the educational facilities marketplace.

Insurance: Each region and chapter ensures that it has obtained, or shall obtain insurance to protect the Affiliate and APPA. Such insurance shall include general liability insurance, directors and officers liability insurance, non-ownership automobile liability, travel accident insurance, and host liability insurance. Each region and chapter should evaluate its own risks and procure appropriate insurance coverage. Upon individual request, APPA will assist the region/chapter(s) to meet this necessary requirement.

Use of Trademark and Copyrighted Material: Use of APPA's logo, trademarks, name, and educational materials or membership publications should be approved by APPA. Correspondingly, APPA will request approval by the Affiliate(s) for use of similar items or materials.

Confidential Information: All regions and chapters shall maintain the confidentiality of any or all of APPA's confidential and/or proprietary information or data. Such confidential information shall at all times remain the property of APPA and shall be furnished to Affiliate(s) in confidence and solely in connection with the Affiliate's needs or requirements stated in this document.

For Chapters only: APPA urges chapters to establish a cooperative relationship with the region in their geographic location and as defined by their own By-laws and those of APPA and the region. This cooperative relationship should include a notification to the regional president and/or officers of their existence, exchange of a list of officers, and sharing their educational program plans annually.

VII. Grant of Group Exemption:

APPA may grant the Affiliate APPA's group tax-exempt status.

The process is as follows: 1) Each region or chapter must establish an incorporation status and obtain the tax identification number issued by the Internal Revenue Service or equivalent international governmental requirement; 2) Each region and chapter shall provide APPA with their Articles of Incorporation, Bylaws, Tax ID

Number, and a ultimately a Consent Form signed by the president (or his/her designee) of the Affiliate; 3) APPA will complete the IRS requirements and upon receiving approval notification, APPA shall inform the president (or his/her designated officer of the Affiliate; 4) Each region and chapter under APPA's group exemption status must file a yearly IRS form 990 or 900EZ "Return for Organizations Exempt from Income Tax by August 15 and provide a copy of the report to APPA (with international entities meeting their own governmental requirements); 5) Each region and chapter under APPA's group exemption status must provide an update of their contact person (usually the secretary/treasurer) with their address by October 15; 6) APPA will file a yearly Declaration to the Internal Revenue Service in December and will send a copy to the Affiliate representative; 7) Each region and chapter under APPA's group exemption status must have the same fiscal year as APPA's from April 1 to March 31, for its fiscal operation.

VIII. Miscellaneous:

Overall Understanding: This document, together with any appendix, constitutes the entire understanding between APPA and each region and chapter with respect to the related subject matter. Amendments to this document shall be made in writing and signed by both parties.

Controlling Law: This document shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia since APPA's headquarters office is located in Virginia.

Severability: Even if a provision of this document is determined to be invalid or unenforceable in whole or in part, the remaining provisions shall be considered valid.

Notice: Any notice contemplated by, or made pursuant to this document shall be in writing.

The parties noted below agree to the validity of this document as executed by their duly authorized representatives effective as of the date first signed.

CHAPTER

Signed by:

Name:

Title:

Date:

REGION

Signed by:

Name:

Title:

Date:

APPA

Signed by:

Name:

Title:

Date:

**ORGANIZATIONAL RESOLUTIONS OF THE
BOARD OF DIRECTORS
of
[Chapter]APPA,
INC.
A NONPROFIT CORPORATION**

The Board of Directors of the Corporation, a State of [state] nonprofit corporation, adopts the following organizational resolutions:

RESOLVED, that all actions of every nature taken by the incorporators and initial Directors in connection with the organization of the Corporation be, and they are hereby, ratified and approved; and

FURTHER RESOLVED, that the Articles of incorporation of the Corporation as filed in the State of [state] be, and it is hereby, ratified and approved; and

FURTHER RESOLVED, that the Bylaws approved by the Board shall be adopted as the Bylaws of the Corporation; and

FURTHER RESOLVED, that the individuals listed on the attached are hereby elected or appointed to the Board of Directors and shall serve until other successors are duly qualified or elected or appointed in accordance with the Bylaws of the Corporation; and

FURTHER RESOLVED, that the officers listed on the attached are appointed to serve as officers of the Corporation until their respective successors are chosen and qualify; and

FURTHER RESOLVED, that the designated representatives of the Corporation are hereby authorized and directed to procure the proper corporate books and to pay all fees and expenses incident to and necessary for the organization of the Corporation; and

FURTHER RESOLVED, that the officers of the Corporation are authorized to open a bank account or accounts from time to time with such banks as they shall deem desirable (referred to as the "Bank") for and in the name of this Corporation; and

FURTHER RESOLVED, that the officers of this Corporation, their successors in office, and any other persons hereafter authorized to sign on behalf of the Corporation, are authorized to sign checks, drafts, notes, acceptances, and orders for the payment or withdrawal of moneys, credits, and any property items held by the Bank for account of this Corporation. The Bank is hereby authorized to honor any or all such checks, drafts, notes, acceptances, and orders and to accept for deposit for the account of this Corporation for credit, or for collection, any or all checks, drafts, notes and other instruments of every kind endorsed by any person or by hand stamp impression in the name of the Corporation or without endorsement; and

FURTHER resolution, that the officers of the Corporation are hereby authorized as directed, on behalf of the Corporation to execute, file, or register with the appropriate federal or state governmental authorities such documents as may be necessary to comply with applicable laws relating to activities conducted by the Corporation, including but not limited to applications for Federal and state tax exemption and related documents; and

Further RESOLVED, that the designated representatives of the Corporation are hereby authorized and directed, on behalf of the Corporation, to prepare other documents and agreements related to the operation of the Corporation: and

FURTHER RESOLVED, that an application for an employer identification number and an application for federal tax exemption from the Internal Revenue Service be made for and on behalf of the Corporation, and any other steps already taken are hereby ratified and approved; **and**

FURTHER RESOLVED, that the fiscal year of the Corporation be as determined by the Board of Directors.

The above resolutions were adopted by the Board of Directors at a meeting on _____.

Introduction to Robert's Rules of Order

1. [What is Parliamentary Procedure?](#)
 2. [Why is Parliamentary Procedure Important?](#)
 3. [Example of the Order of Business](#)
 4. [Motions](#)
 5. [Types of Motions](#)
 6. [How are Motions Presented?](#)
 7. [Voting on a Motion](#)
-

What Is Parliamentary Procedure?

It is a set of rules for conduct at meetings, that allows everyone to be heard and to make decisions without confusion.

Why is Parliamentary Procedure Important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules!

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading of minutes of last meeting.
4. Officers reports.
5. Committee reports.
6. Special orders --- Important business previously designated for consideration at this meeting.
7. Unfinished business.
8. New business.
9. Announcements.
10. Adjournment.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.
2. Second motions.
3. Debate motions.
4. Vote on motions.

There are four Basic Types of Motions:

1. Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.

2. **Subsidiary Motions:** Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. **Privileged Motions:** Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. **Incidental Motions:** Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions Presented?

1. **Obtaining the floor**
 - a. Wait until the last speaker has finished.
 - b. Rise and address the Chairman by saying, "Mr. Chairman, or Mr. President."
 - c. Wait until the Chairman recognizes you.
2. **Make Your Motion**
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ...".
 - c. Avoid personalities and stay on your subject.
3. **Wait for Someone to Second Your Motion**
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. **The Chairman States Your Motion**
 - a. The Chairman will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to a vote.
 - c. Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. **Expanding on Your Motion**
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. **Putting the Question to the Membership**
 - a. The Chairman asks, "Are you ready to vote on the question?"
 - b. If there is no more discussion, a vote is taken.
 - c. On a motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. **By Voice --** The Chairman asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
2. **By Roll Call --** Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.

3. By General Consent -- When a motion is not likely to be opposed, the Chairman says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
4. By Division -- This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
5. By Ballot -- Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
2. Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey the rules of debate.

Most importantly, *BE COURTEOUS*.

[CHAPTER OR REGION] Board Member's Duties

Position

Page number

President

President-elect

Communications Coordinator

Secretary

Treasurer

Business Partner Representative

Historian

Membership Chair

Annual Meeting Coordinator

Professional Development

Awards & Recognition

Communications Chair

Host Committee Chair

Other Positions within [CHAPTER OR REGION] (non-board)

At-Large Members

****ADD**** Regional Director

President

1. APPA Travel
 - a. Mid-year meeting in Alexandria,
 - i. Board orientation meeting on Friday
 1. [CHAPTER OR REGION] covers this expense
2. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – institutional expense
 - b. Fall conference (Sept/Oct.) – institutional expense
3. Phone calls
 - a. Monthly Chair - [CHAPTER OR REGION] BOD conference calls
 - b. Monthly APPA President phone calls
 - c. Monthly APPA Regional Reps conference calls – Spring Calls (March) join calls
4. Spring board meeting (April)
 - a. Establish agenda
 - b. Chair meeting
 - c. Task reports
 - d. Engage APPA representative to the board
 - e. Board member gifts (based upon institutional funding available)
5. Fall conference (Sept/Oct.)
 - a. Establish agenda(s) board and Members Meeting
 - b. Chair board meeting
 - c. Kick off conference
 - d. Conduct general membership meeting
 - e. MC Banquet Dinner
 - f. Ship gavel and President's award
6. Action Items:
 - a. When term of the office is over, this individual will automatically become the junior representative to the APPA Board of Directors.
 - b. Recommend replacement of any officer of [CHAPTER OR REGION] for any reasons shall become unable to perform the duties of their office and appoint special positions as necessary to accomplish the goals and objectives of [CHAPTER OR REGION] with the approval of the board.
 - c. Recommend removal of any board members who is no longer serving the mission and goals of [CHAPTER OR REGION].
 - i. This removal must be approved by 3/5ths of the boards.
 - d. Issue President's award (identify recipient and create plaque)
 - e. Write the conference report following Fall [CHAPTER OR REGION] meeting.....submit to APPA in Nov. timeframe (will be tasked by APPA) for *Facilities Manager* magazine.
 - f. The President will formally recognize each of the [CHAPTER OR REGION] Board Members with a paper "Certificate of Appreciation" from [CHAPTER OR REGION] that specifies the position held.

- g. The President will award paper "Certificates of Appreciation" to Volunteers or Committee Chairs for *specific contributions* to the association during the current board term.
 - h. The President will award paper "Certificates of Appreciation" to each of the Regional Representatives to the APPA Board. Specifically, the Junior and Senior Representatives. The same criteria used for "President Appreciation" plaque should apply relative to fo[Chapter or Region]t, seal and stock as the certificates of appreciation.
 - i. Send out congratulations to individuals for taking professional development training; completion of the APPA Academy or Institute; obtaining the EFP and/or CEFP; for being receiving awards from APPA such as the Award for Meritorious Service, Pacesetter, Unsung Hero, etc.
 - j. Send out congratulations to institutions for receiving awards from APPA such as the Award for Excellence, Award for Sustainability, or other institutional awards.
 - k. Sign up and/or use the webpage, Facebook, Twitter, etc.
 - l. Put a call out for Unsung Hero in region in April of each year to executive committee and board.
 - m. Send out welcome to [CHAPTER OR REGION] email to new institutions and business partners.
7. [CHAPTER OR REGION] Conference duties
- a. Check with host leading up to event.....any support/assist they need from any Board members?
 - b. Coordinate event kick off remarks and keynote introductions with host
 - c. Consider the many conference events (First Timers, Board Meeting, General Meeting, etc.)— you're in 'charge'....with support/assistance from host, secretary, and other board officers, to the extent to delegate/task/engage them
 - d. Prepare the 'program' for the Awards Banquet
 - i. Learn what worked best from past presidents and coordinate closely with host
 - ii. Utilize existing/previous year's banquet agenda template (pass on to president elect each year).
 - e. Establish the agenda for General Meeting, coordinate well in advance with Board to ensure we cover all that's needed
 - f. Coordinate with host as they develop the conference schedule....ensure they've got adequate time for the general meeting and events as you'd like them
 - g. Coordinate with [CHAPTER OR REGION]'s APPA Representative and APPA's President in advance
 - i. How to they wish to take part in event?
 - ii. How do you wish to engage them?
 - iii. Work them into your program in advance of the conference if at all possible. Or do it on the fly during the event.
 - h. Confirm all awards are available/ready for banquet night.
 - i. Check with APPA Representative to see if he/she has any awards on behalf of APPA
 - j. As host, ensure your table and APPA President's are served dinner early....allowing you to begin the awards program while others still eating.
8. Transitional duties – succession planning/training with president elect.

President Elect

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (September/October) - Institutional expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
 - b. Chair [CHAPTER OR REGION] BOD calls if President is unavailable
 - c. [CHAPTER OR REGION] Liaison to State Chapters – attend monthly state chapter board calls
3. Action Items:
 - a. Maintain and update the strategic goals for the region. To follow-up with those responsible for each goal and issue the document prior to the monthly board meetings.
 - b. Responsible for the update to the duties and responsibilities for board members. To request board members to review their positions and provide an update as necessary on an annual basis.
 - c. Become president automatically after serving a term as president-elect.
 - d. Assumes the duties of the president in the absence or incapacity of the president.
 - e. Discuss and counsel with the board and annual meeting coordinator on arrangements for succeeding annual meeting.
 - f. Serve as liaison between the student and state chapters and the [CHAPTER OR REGION] board.
 - g. Award a “Presidential Appreciation” gift that includes name, dates of service and [CHAPTER OR REGION] Regional Seal) to the outgoing President. ([CHAPTER OR REGION] expense) – reimbursed by [CHAPTER OR REGION] Treasurer.
 - h. Coordinates [CHAPTER OR REGION] information booth/table at annual APPA conference.
 - i. Schedule spring conference Strategic Planning to align with APPA's Strategic Goals. *Next will be spring 2020.* Work with host committee to schedule one full day for strategic planning.

Communications Coordinator

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
3. Action items:
 - a. Responsible for all of the [CHAPTER OR REGION] Web Page
 - b. Allow conference hosts to access the web page to update conference information for present and future conferences
 - c. All necessary updates to web page
 - i. New webinars
 - ii. [CHAPTER OR REGION] Newsletter - develop and institute a newsletter (quarterly or semi-annually)
 - iii. [CHAPTER OR REGION] Bulletins – as needed
 - iv. Business Partners page
 - v. Information and policy changes
 - vi. President's message
 - vii. Board Members page
 - viii. Committee information
 - ix. Membership information and applications
 - x. Information on scheduled professional development offerings such as the Supervisor's Toolkit, Drive-In Workshops, Leadership Academy, etc,
 - xi. Scholarship information and links
 - xii. Awards and Recognition information and links
 - xiii. Other special events/happenings in regions and nationally
 - xiv. Update History page
 - xv. Email communications with the [CHAPTER OR REGION] membership: President's message, upcoming training, scholarships, initiatives, newsletters, etc.
 - xvi. Post to [CHAPTER OR REGION]'s Facebook page, and develop and utilize an [CHAPTER OR REGION] Twitter feed to recaps events, trainings, workshops, etc.
 - d. Transitional duties – planning/training with successor

Secretary

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
3. Action items:
 - a. Keep minutes of and ensure availability minutes to all members via [CHAPTER OR REGION] website for
 - i. Board of Directors meetings
 - ii. Annual membership meeting
 - b. Keep the official correspondence file.
 - i. at which time the oldest files will be transmitted to the Historian for retention and archiving.
 - c. Work with host chair/committee for annual [CHAPTER OR REGION] meeting.
 - d. Update by laws
 - e. Transitional duties – planning/training with successor

Treasurer

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
3. Action items:
 - a. Manage [CHAPTER OR REGION] Assets. Balance & Reconcile Monthly
 - i. Checking Account
 - ii. Money Market Account
 - iii. Fidelity Money Market
 - iv. Capital Income Builder Account
 - b. Make Reimbursements for all [CHAPTER OR REGION] expenses.
 - i. Ensure expenses are fair and accurate
 - ii. Obtain & retain reimbursement documentation
 - iii. Issue checks
 - c. Manage [CHAPTER OR REGION] Budget
 - i. Draft and propose new year budgets
 - ii. Monitor and disseminate budget information to committees and board
 - iii. Try to keep expenditures within current year budget
 - d. Prepare monthly financial report at [CHAPTER OR REGION] Board Monthly Board Meetings
 - i. Participate in monthly board meeting conference calls
 - ii. Present financial report
 - iii. Participate in discussion and voting
 - e. Participate in discussion and voting Spring Board Meeting
 - i. Give [CHAPTER OR REGION] Board status of financial status
 - ii. Attend board meeting giving input and voting on issues
 - iii. Give Board financial recommendations
 - f. Annual Meeting
 - i. Attend Annual [CHAPTER OR REGION] Meeting in September
 - ii. Give written and verbal report of [CHAPTER OR REGION]'s Financial Status
 - iii. Present the next year budget for approval
 - g. Taxes
 - i. Keep detailed financial records necessary for accurate tax preparation
 - ii. Secure an accountant to prepare previous fiscal year taxes prior to August the following year.
 - iii. Make sure taxes are filed promptly and accurately
 - iv. Pay accountant
 - v. Maintain return for records
 - h. Charitable Organization Status
 - i. Maintain status by Filing yearly with the state of Colorado
 - ii. Provide Financial status
 - iii. Pay renewal fee
 - i. Maintain Business Status with State of Colorado

- i. Update Officers
- j. Transitional duties – planning/training with successor

Business Partner Representative

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Business's expense
 - b. Fall conference (Sept/Oct) – Businesses' expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
 - b. APPA Business Partner Advisory Committee
3. Action items:
 - a. Business Partner Representative represents the BP membership and reports at the [CHAPTER OR REGION] Spring and Fall Board meetings.
 - b. Strive to Enhance Business Partner Benefits – by talking, listening and sharing ideas.
 - c. Corresponds with the BP membership the resources and opportunities of being a BP [CHAPTER OR REGION] member.
 - d. Work with the Membership Chair with Business Partner membership new and existing.
 - e. Work with Host Committee on obtaining sponsorships including booths
 - f. Investigate regional business partner code of ethics and determine if [CHAPTER OR REGION] should adopt policy.
 - g. Investigate the creation of an "[CHAPTER OR REGION] Business Partner Handbook" that could enumerate benefits, programs, procedures, and expectations for Business Partners.
 - i. This "handbook" could be a separate page or link on the [CHAPTER OR REGION] website
 - ii. Electronic file that could be e-mailed to existing or potential Business Partners
 - h. Transitional duties – planning/training with successor

Historian

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] Board conference calls
3. Action items:
 - a. Provide annual report at fall board meeting activities.
 - b. Compose, publish and distribute an addendum to the [CHAPTER OR REGION] History, originally authored by H. Val Petersen, commencing with the 50th anniversary and for each successive decade thereafter. Next anniversary date to recognize will be 70th in 2023 or 75th in 2028 – selection of milestone TBD by board.
 - c. Coordinate with the Secretary to maintain a repository of [CHAPTER OR REGION]'s historical documents, papers, reports, publications, annual meeting proceedings, etc. It is preferable that records be scanned rather than retained in a hard copy. The scanned records would then be accessible in the [CHAPTER OR REGION] webpage
 - i. Any hardcopy records that can't be scanned will be passed on to the new Historian at the end of the Historian's tenure.
 - ii. Examples of records that will be scanned and retained include:
 - Copies of previous bylaws
 - Newsletters
 - Meeting minutes
 - Treasurer reports
 - Annual proceedings and program schedules
 - Annual meeting attendance
 - Records of [CHAPTER OR REGION] presidents
 - Award recipients
 - Membership numbers (institutions only)
 - Meeting locations
 - Award pins
 - Annual [CHAPTER OR REGION] reports that are published in the *APPA Facilities Manager*
 - Photos old and new
 - Previous Historian reports / publications
 - d. Recommend to the Board of Directors those hardcopy and scanned records, documents, etc., that should be destroyed in accordance with good records management processes.
 - i. Only records, documents, etc., approved by the Board of Directors shall be destroyed.
 - e. Submit any costs associated with the preparation, publication and distribution of any historical documents for approval by the Board of Directors.
 - f. Anniversary reports (the following items help when writing)
 - i. Annually maintain the historical data such as financial reports, membership and conference attendance metrics, award records, etc.
 - ii. Maintain the Appendix A report that summarizes each annual conference.
 - iii. Collect pins and logos.
 - iv. Download annual [CHAPTER OR REGION] president's report that is published in the *APPA Facilities Managers* magazine.
 - g. Transitional duties – planning/training with successor

Membership Chair

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] phone calls
 - b. Monthly APPA phone calls (APPA Membership Director run these meetings)
 - c. In development:
 - i. Share updates from APPA's monthly meetings
 - ii. Quarterly [CHAPTER OR REGION] State membership rep phone calls ([CHAPTER OR REGION] Membership Director run these meetings This requires some help from the Board to re-establish the membership committee. Any help from the state chapters would be great but we only have 3 at the moment)
 - iii. Constitute a [CHAPTER OR REGION] Membership Engagement team consisting of additional members representing different states/provinces in [CHAPTER OR REGION].
3. Action items
 - a. Author article: Write one article a year on membership for "Facility Manager" magazine
 - b. Develop and coordinate Regional membership program/committee and support for the APPA Membership Committee's various programs.
 - i. Meetings will be held at least once a year at the annual [CHAPTER OR REGION] Educational Forum.
 - ii. Coordinate date/time for breakout committee with state membership reps
 1. Develop agenda for meetings
 2. Provide membership materials for reps
 - c. Serve as liaison between the APPA Membership Committee and the [CHAPTER OR REGION] Board of Directors.
 - d. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
 - e. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee. (Need to discuss this with Lisa for historical data)
 - f. Working closely with the Secretary, maintain an up-to-date and accurate membership list by Institutions and Members, including State and student chapters.
 - g. Update membership lists – correct email accounts for member/institutions.
 - h. Work with APPA office on obtaining duplicate electronic invoices for non-renewed schools.
 - i. Typically the reason for non-renewal is a lost invoice.
 - ii. Then call and speak with institution and re-send invoice electronically – and/or track down new primary contact for institution.
 - i. Use APPA's (Data base) for obtaining up-to-date membership lists.
 - j. Provide APPA with updated contact information to update data base.
 - k. Try to recruit new institutions, community colleges and K-12's.
 - i. Make initial contacts
 - ii. E-mails
 - iii. Phone calls
 - iv. Meet and Greet
 - v. Try to attend "local" Drive In Workshops – Network and recruit
 - vi. APPA Campaigns i.e....Get Six Campaigns
 - l. Work with [CHAPTER OR REGION] Business Partner Board member in regards to recruiting new [CHAPTER OR REGION] business partners.
 - i. Provide liaison with up-to-date information on membership
 - ii. Advantages flyers

- iii. Updated yearly Dues rates
 - iv. Updated yearly business partner applications
 - v. Renewal information - past due invoices for current [CHAPTER OR REGION] business partners.
 - vi. Work with liaison and have them follow up with partners (as needed)
 - a. *Usually the issue is lost invoices - or invoices went to wrong person*
 - m. Work with each annual host committee on recruiting [CHAPTER OR REGION] Business Partners
 - i. Set goal to have every booth hosted by an [CHAPTER OR REGION] business partner – preferential booth selections (first come first served)
 - ii. Open up remaining booths at higher rates for non-[CHAPTER OR REGION] partners with goal to entice them to join [CHAPTER OR REGION] for \$250 vs higher booth rate.
 - iii. Stress the price break on booth rate and that they are now an [CHAPTER OR REGION] partner!
 - n. Work with each host committee regarding [CHAPTER OR REGION] attendance.
 - i. Provide committee with up-to-date membership list
 - ii. Lists of schools by size categories
 - o. Provide [CHAPTER OR REGION] Business Partners a copy of the membership list annually.
 - p. Assist other committees by sending out e-mails to membership list(s) as requested/needed.
 - q. Work with communications/website board member to keep membership information, applications and business partners updated/accurate.
 - r. Transitional duties – planning/training with successor
4. Assist [CHAPTER OR REGION] conference committee
- a. Check with host leading up to event.....any support/assist they need from any Board members?
 - i. Provide updated membership lists
 - ii. Provide updated business partner lists
 - iii. Provide potential business partner lists
 - iv. Provide membership institution counts
 - b. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.

Annual Meeting Coordinator

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (April) – Institutional expense
 - b. Fall conference (September/October) - Institutional expense
 - c. Travel to potential host locations (as needed) to assist with selection of conference/hotel facilities and assist with contract negotiations.
2. Phone calls
 - a. Monthly [CHAPTER OR REGION] BOD
3. Action items
 - a. Ensure consistency in the annual meetings from year-to-year.
 - b. Seed money amount – work with hosts to determine needs
 - c. Develop milestones / dates needed to meet contract needs
 - i. Future contract dates
 - ii. Seed money
 - d. Answer any questions each host committee has.
 - e. Assist each host committee in any way they request.
 - f. Site selections for future conferences.
 - g. Negotiate contracts with the help of Suzanne Healy at APPA
 - h. Maintain the Annual Meeting guidelines, including the archives of historical documents so future host committees have a resource.
 - i. Schedule and chair committee meetings to address current Educational Forum issues.
 - j. Meetings may be scheduled at the discretion of the Annual Meeting Coordinator and current Annual Meeting Host Committee Chair.
 - k. Assist in coordination of Educational Forum physical arrangements and, with Educational Forum Host Chair, submit to the Treasurer an itemized report of funds needed for the annual meeting.
 - l. Recommend to the Board of Directors the Year 1, Year 2 and Year 3 Annual Meeting Host Committee Chair, Host Institution, and meeting location.
 - m. Coordinate with the Year 1 and Year 2 Annual Meeting Host Committees and the Professional Development Committee Chair canvassing of members for suggestions and help for upcoming program, instruct contributors on form of papers to be presented at their respective meetings.
 - n. Prepare reports for the Board of Directors regarding the current Educational Forum.
 - o. Serve as liaison between the current Annual Meeting Host Committee and Business Partners.
 - p. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Annual Meeting Host Committees.
 - q. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
 - r. Be responsible for Business Partner members, ensure compliance with Business Partner policies and procedures, and maintain business partner membership records annually by obtaining from membership chair.
 - s. Obtain feedback from Business Partners at annual conference.
 - i. What worked
 - ii. What opportunities there are for improvement
 - iii. Work with following year's host committee to implement suggestions
 - t. Transitional duties – planning/training with successor

Professional Development (Continuous Learning)

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] phone calls
 - b. Monthly APPA phone calls
 - c. State PD Committee calls (in development):
 - i. Constitute a PD Committee consisting of additional members representing different states/provinces in [CHAPTER OR REGION].
 - ii. Chair Quarterly [CHAPTER OR REGION] State Professional Development rep phone calls
 - iii. Share updates from APPA's monthly meetings
3. Action items:
 - a. The [CHAPTER OR REGION] Continuous Learning standing activity is charged with setting up learning opportunities for the [CHAPTER OR REGION] membership. Learning opportunities, whether it be supervisory or management training, drive-in workshops, classroom training or any other educational enhancement can lead to personal and professional growth and advancement. One thing about [CHAPTER OR REGION] members is that we are never too old to learn.
 - b. Provide low cost training and development opportunities for all [CHAPTER OR REGION] members and institutions.
 - c. Provide a source of revenue to [CHAPTER OR REGION] through the successful CEFPP renewals by members.
 - d. Invite non-[CHAPTER OR REGION] institutions to experience the benefits of [CHAPTER OR REGION] sponsored professional development, with the hopes of encouraging these institutions to consider becoming [CHAPTER OR REGION] members.
 - e. The cost differential for non-members who participate in [CHAPTER OR REGION] training will be remitted to [CHAPTER OR REGION].
 - f. Create and maintain an energetic and enthusiastic committee to seek out new ideas for professional development and growth.
 - g. Reach out to the APPA and [CHAPTER OR REGION] Business Partners to engage them in learning opportunities for the [CHAPTER OR REGION] membership.
 - h. Provide three to four toolkit training opportunities per year depending on the availability of funds
 - i. Develop one to two toolkit trainers per year until there are between 10 to 12 active and committed trainers available and willing to teach. Qualify two trainers at one session to optimize qualification costs.
 - j. Align trainers to regional locations to lower trainer costs due to travel.
 - k. Work with the [CHAPTER OR REGION] Master Trainer to determine number of trainers required for each session. The preference is for two trainers, or one trainer along with a trainer-intern per training session. The exception would be when there are two trainer-interns presenting with the Master Trainer in order to be qualified.

- l. Training locations should, but are not required to, match location with the climate to provide the best environment and opportunities to have the optimal class size. While the training sessions are work sessions, after each session the students should be able to enjoy the campus they are visiting and the surrounding amenities. The goal would be to provide sessions in the southern region of [CHAPTER OR REGION] during the cooler or cold months and the northern region in the summer and fall months.
- m. Types of development include Supervisor's Toolkit, Drive-in Workshops, Leadership Academy – four levels, CEFPP training at host institutions
 - i. Supervisor's Toolkits - Encourage sessions to have at least 30 students. This helps the institution spread the cost of the training over a greater number of students, providing low cost training. The host institution is responsible for reserving a room and the set-up for the training, organizing meals and snacks, gratuities, equipment such as easels, paper goods, etc. The number of students should extend up to a maximum of 40 but would need approval by the lead trainer to be sure the training staff is comfortable handling that size class.
 - ii. Goal for maximum training class – 40
 - iii. Goal for minimum training class – 25
 - iv. The chair of the professional development will provide templates to the host institution for establishing budgets; developing flyers announcing the training; and, the registration forms that will be placed on the APPA and [CHAPTER OR REGION] webpages.
 - v. Drive-in Workshops
 - vi. Leadership Academy
 - vii. CEFPP training and certification
- n. Committee role and make-up
 - i. Large universities
 - ii. Small universities
 - iii. Community colleges
 - iv. Specific tasks and assignments for committee members
 - v. Working with university coordinators
 - vi. Getting volunteers to host training sessions
 - vii. Getting volunteers to become trainers
 - viii. Meetings, 1 on 1 with smaller colleges, community colleges and K-12 facilities directors
- o. Advertising in APPA and [CHAPTER OR REGION]
- p. Succession planning for the chair, committee members, trainers
- q. Record keeping of training sessions – participant's names & institutions
- r. Developing trainers across the region for better alignment with training opportunities – show locations of trainers and 1) state population; 2) [CHAPTER OR REGION] institutions by state; 3) approximate number of higher education institutions by state.
- s. Have a goal of xx% of host institution's participants – try to have 1-xx% for outside institution's participants to promote collegiality and exposure to other university's cultures and staff – getting to know other [CHAPTER OR REGION] members. The in-house % could increase if unable to fill with external participants within 4 weeks of event.
- t. Variation on above item – include other institution departments in training to promote healthy relationships and collegiality amongst university employees

- u. Develop schedule for organizing a training session for
 - i. Rooms
 - ii. Trainers
 - iii. Binders
 - iv. Advertisement
 - v. Budgets
- v. Transitional duties – planning/training with successor

Awards and Recognition

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] Board conference calls
 - b. Monthly APPA phone calls - PAC/A&R Committee(s)
3. Each year, at the Annual [CHAPTER OR REGION] Meeting, individuals, groups and business partners will be presented awards in recognition of their outstanding service and achievement to the [CHAPTER OR REGION] and/or the profession.
4. Action items:
 - a. Read and understand the APPA Awards & Recognition Committee Charge / Expectations / Responsibilities for Committee Members on the APPA website.
 - b. Seek out recommendations for [CHAPTER OR REGION] individual awards and review these with the A & R committee for recommendations to the [CHAPTER OR REGION] Board.
 - c. Review and rate submissions for the following APPA Awards as part of the APPA Awards and Recognition Committee:
 - i) **MERITORIOUS SERVICE AWARD (APPA)**
The Meritorious Service Award was instituted in 1958 and is APPA's highest award for individual service. It is presented to APPA members in recognition of their outstanding contribution to their institution, their profession/ and the association. The award is presented at APPA's Annual Meeting.
 - ii) **THE PACESETTER AWARD (APPA)**
The Pacesetter Award is the newest addition to APPA's awards profile. This award is designed to encourage further participation in APPA among those who have already made significant contributions at their region or chapter.
 - iii) **APPA FELLOW AWARD (APPA)**
While most awards recognize past achievements, the APPA Fellow designation brings with it both recognition for specific accomplishments to date and expectations for continued involvement in APPA's leadership program through research and mentoring. The Fellow is APPA's highest individual achievement award. Nominees must demonstrate active membership in APPA for a minimum of ten years; graduation from APPA's Institute for Facilities Management; completion of APPA's Leadership Academy; completion of an approved research project under APPA's Center for Facilities Research; authorship of an article submitted for publication by APPA; and submission of two references from colleagues in the educational facilities profession that describe the individual's successes and dedication to the field.
 - d. [CHAPTER OR REGION] Scholarships for APPA Institute and Academy attendance:
 - i. Annually review the *Scholarships* section of the [CHAPTER OR REGION] website for errors or emissions regarding the:
 - ii. Guidelines for Selection

- iii. Procedure for Scholarship Application
- iv. Procedure for Scholarship Application Review
- v. Scholarship Awards
- ii) Annually by 15 January send out a request for submissions to the [CHAPTER OR REGION] community by e-mail
- iii) Within one week of the annual deadline (15 February) ensure that all submissions are complete and accurate
- iv) Review and rank submissions for scholarships
- v) Involve at least two other board members in ranking of scholarship applications
- vi) Ensure that the assessment website reflects the review committee membership
- vii) Bring the rankings to spring board meeting for board vote and approval
- e. Transitional duties – planning/training with successor

Communications

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] phone calls
 - b. Monthly APPA phone calls
3. Action items:
 - a. In coordination with the Board of Directors, constitute a [CHAPTER OR REGION] communications standing activity consisting of at least 4 but not more than 8 additional members representing different states/provinces in [CHAPTER OR REGION]. One committee member may be a representative of a [CHAPTER OR REGION] member institution from adjoining states, provinces, or countries.
 - b. Schedule and chair committee meetings to address key issues and business of the committee. Meetings will be held at least once a year at the annual [CHAPTER OR REGION] Educational Forum.
 - c. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.
 - d. Develop and coordinate Regional information and research programs and support for the APPA Communication standing activity various programs.
 - e. Serve as liaison between the APPA Communications standing activity and the [CHAPTER OR REGION] Board of Directors.
 - f. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
 - g. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee
 - h. Transitional duties – planning/training with successor

Host Committee Chairs

1. [CHAPTER OR REGION] Travel
 - a. Spring board meeting (Apr) – Institutional expense
 - b. Fall conference (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] phone calls
3. Action items
 - a. Attend at least one [CHAPTER OR REGION] Annual Meeting/Conference to use as a model.
 - b. Become a full member of the Board three years prior to the Annual Meeting that they will be hosting, and remain a full member of the Board until replaced at the annual meeting following the Annual Meeting that they have hosted.
 - c. Consult the Annual Meeting Guidelines and provide updates from experiences; use historical documents, including prior year budget and membership and Business Partner databases.
 - d. Assist the Annual Meeting Coordinator in selecting the host venue and negotiating the contract. Contract includes Spring Board and Fall Board meetings.
 - e. Establish host committee three years prior to annual meeting. Comprised of members from the State or Province selected
 - i. Major responsibilities for team members:
 1. Awards and Gifts
 2. Registration
 3. Webpage, Program and GuideBook, Printing, AutoCAD
 4. Transportation
 5. Fishing
 6. Golf Tournament
 7. Entertainment, Signage, Decorations, AV Equipment
 8. Education Sessions, Keynote Speakers, Mobile Sessions
 9. Accounting/Budget
 10. Sponsorship
 11. Theme Dinner
 12. Awards Banquet
 13. Opening Ceremony
 - f. Secure two-year commitment from your team (and institution) of monthly meetings and planning. Be prepared to spend 20-60 hours per week during the six months leading up to the annual meeting/conference date (i.e. spread over a team of 8-10 people).
 - g. First action of the team is to establish a conference theme and design a conference pin to commemorate and market the conference.
 - h. With President, plan and host the annual Board of Directors Spring meeting and dinner the year that they host the conference.
 - i. Board meeting location
 1. Breakfast, lunch, snacks and refreshments
 2. Projector, screen, flip chart and easel
 - ii. Board dinner location
 1. Pre-selected menu options
 2. Transportation to dinner
 - i. Coordinate with the Communications Representative on creating and updating (sometimes weekly) [CHAPTER OR REGION] webpage with annual meeting/conference information. The conference hosts will be responsible for webpage content on the conference.

- j. Coordinate with Business Partner Representative in dealing with Business Partner issues, sponsorship and participation in the annual meeting/conference.
- k. Coordinate with the Treasurer regarding scholarships, board expenses and other accounting issues relative to the annual meeting/conference.
- l. Establish a banking/funding mechanism either with your institution or set up a separate banking account for annual conference.
 - a. Checking account
 - b. Ability to process credit cards
 - c. Use APPA for Registration
 - i. Coordinate with APPA it is a free service to the Region and APPA/[CHAPTER OR REGION] membership is automatically verified before any booth discounts are applied.
 - ii. Plan to open registration 11 months prior to the annual meeting/conference date.
 - d. Authorize.net for credit card processing
- m. Market the annual meeting/conference to the regions - use the location advantage to engage your state for first timers, new institutions, business partners, and return members.
- n. Plan the programs to be presented at meeting
- o. Follow the counsel of the Board of Directors in arranging the program for their respective annual meeting and have it approved before authorizing the preparation of papers.
- p. Plan their respective annual meeting and prepare a budget for approval by the Board of Directors.
- q. Submit to the Treasurer an itemized report of funds needed for their respective annual meeting, and at the end of the annual meeting submit an itemized report of actual revenues, donations, and expenses including information such as the final attendance figures.
- r. Working closely with the Professional Development Committee, select appropriate educational sessions and presenters.
- s. Working closely with the Historian, be diligent in preparing the proceedings of the annual meeting. Ensure that each [CHAPTER OR REGION] annual meeting is appropriately documented with photographs of the meeting and activities.
 - i. These photographs, taken by the hosting institution or professional photographers, shall be placed in an album or computer disc and combined with the annual meeting proceedings to highlight the annual meeting including awards and presentations, social activities, education sessions, business partners, etc.
 - ii. When compiled and completed a copy of the proceedings will be made available to the Communications Coordinator for placement of the [CHAPTER OR REGION] website.
- t. Transitional duties – assist other host committees by providing lessons learned, guidance, and answer questions as they arise.

At Large Members (non-voting)

Special one-year appointments by [CHAPTER OR REGION] President and Board for a specific purpose or project.

Appointment may be extended by one year as approved by board.

1. [CHAPTER OR REGION] Travel
 - a. Spring Board meeting as requested – Institutional expense
 - b. Fall Conference attendance (Sept/Oct) - Institutional expense
2. Phone Calls
 - a. Monthly [CHAPTER OR REGION] Board calls
 - b. APPA Special project / assignments committee phone calls as requested/scheduled
 - c. Phone calls with [CHAPTER OR REGION] President as requested/scheduled
3. Action items
 - a. Special project / assignments – duties will change for each individual as defined by board to fulfill a specific strategic need.
 - b. Metrics on special projects
 - c. Special project / assignments committee work
 - d. Set up and coordinate state committee reps as needed/requested
4. Activities
 - a. Set up and coordinate state committee reps as needed/requested
 - b. Provide updates to board at monthly conference calls
 - c. Attend state or local chapter meetings in current state upon request
 - d. Liaison between committee(s) and [CHAPTER OR REGION] Board

SAMPLE BOARD OF DIRECTORS MEETING [DATE]

- A. Welcome - Call to Order
- B. Strategic Focus Areas
- C. Interfaces and Alliances [upcoming programs, APPA updates, work with BPs]
- D. Operational Policies and Direction
- E. Routine Business [or new business]
- F. Consent Agenda [these are items that do not need to be discussed; provided prior to meeting for quick approval during meeting] ; if using a consent agenda, you will want to follow with an Action Agenda
- G. New Business
- H. [motion for] Adjourn



INSURANCE

APPA purchases the following insurance policies to cover basic exposure of its operations. Each package has its own covered limit and deductibles. Purchase of insurance policies is reviewed annually.

1. Commercial Package Policy

This policy covers APPA headquarters building, APPA's business property, computers, valuable papers and records, employee dishonesty, and general liability.

2. Workers Compensation

This is mandatory coverage for employee's work-related accidents or illnesses.

3. Umbrella Liability

This is for major liability claims which are cover and above APPA's primary liability coverage.

4. Business Travel Accident

This is to cover accidental death and dismemberment while traveling for APPA business. APPA staff, Board members, committee members, spouses of Board members, and faculty are covered.

5. *Association Professional General Liability (D&O Coverage) ** IMPORTANT***

This policy covers claims arising from alleged neglect, error or omission in performance or professional duties of directors and officers, employees and committee members.

6. *Meeting/Show Cancellation **IMPORTANT***

This covers expenses, loss of revenue and/or commitments resulting from cancellation, postponement or curtailment of a meeting due to causes beyond APPA's control. Currently APPA secures this insurance for the Annual Meeting and two Institutes.

[Region or Chapter]

Volunteer Protection (Whistleblower) Policy

September 25, 2009

If any volunteer reasonably believes that some policy, practice or activity of [Region/ Chapter] is in violation of law, a written complaint must be filed by that volunteer with the [Region or Chapter] President and/or any other member of the Executive Committee.

It is the intent of [Region or Chapter] to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization's goal of legal compliance. The support of all volunteers is necessary to achieving compliance with various laws and regulations. A volunteer is protected from retaliation only if the volunteer brings the alleged unlawful activity, policy, or practice to the attention of [Region or Chapter] and provides [Region or Chapter] with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to volunteers who comply with this requirement.

[Region or Chapter] will not retaliate against a volunteer who, in good faith, has made a protect or raised a complaint against some practice of [Region or Chapter], or of another individual or entity with whom [Region or Chapter] has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy.

[Region or Chapter] will not retaliate against volunteers who disclose or threaten to disclose to an Executive Committee member or a public body, any activity, policy or practice of [Region or Chapter] that the volunteer reasonably believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate or public policy concerning health, safety, welfare or protection of the environment.



ACCOUNTING & FINANCIAL REPORTING

I. Accounting

Accounting measures the results of business transactions. It provides financial information including predictions for making important business decisions. There are two accounting methods: cash basis and accrual basis. Cash basis accounting records revenue and expenses when it is received in cash and paid in cash. Accrual basis accounting recognizes revenue in the period that it is earned and records expenses in the same period that the expenses are incurred. Most business, including APPA, use the accrual method. APPA regions may be using the cash method.

APPA's accounting practice follows the Generally Accepted Accounting Principles (GAAP) for its operation. These Principles provide the basis for all accounting standards and the framework for recording and presenting accounting data.

APPA prepares complete financial statements monthly in a detailed and summary format.

II APPA's Fiscal Cycle

Fiscal Year 4/1 - 3/31

- End of April - Mid May
A formal audit of the previous year's financial result is performed by an independent audit firm. Currently Clifton Larson Allen is APPA's audit firm.
- May or June
Executive Committee reviews the audited financial statements.
- July
The audited statements are presented to the Board.
- October-November
New year's budget is prepared.
- December
Executive Committee reviews the proposed budget.
- February
The board reviews the proposed budget and delivers final approval.

III Financial Statements

1. Balance Sheet - statement of financial position

A balance sheet shows the financial position of a business at a specific date by summarizing assets, liabilities, and net assets (owner's equity).

2. Statement of Revenue and Expenses (income statement or statement of activities)

This statement summarizes the performance of a business by matching its revenue and related expenses for a specific accounting period. It shows the net income or net loss.

3. Statement of Changes in Net Assets

This statement provides comparative information about the residual value of business.

4. Statement of Cash Flow

This statement provides information about the resources of cash receipts and cash payments.

In June 1993, the Financial Accounting Standard Board (FASB) issued the statement of Financial Accounting Standard No. 117. This statement established standards for financial statements of not-for-profit organizations that are prepared for external users such as members, donors, and creditors. The standards require that the net assets be classified as permanently restricted, temporarily restricted, and unrestricted.

IV Audit & Auditor's Report

An audit is a thorough investigation of financial statements presented by a business entity and performed by independent, certified public accountants. Independent CPAs examine organizational documents, including Bylaws, minutes, accounting records, and systems applying generally accepted auditing standards endorsed by the Auditing Standards Board of the AICPA and Statements on Auditing Standards (SASs). As the final result, independent auditors render their professional opinion about whether the financial statements are fairly presented in conformity with generally accepted accounting principles.

There are two types of opinions: unqualified opinion and qualified opinion. Unqualified opinion is a clean opinion certifying fair presentation of the financial statements. Qualified opinion is rendered when auditors have reservations concerning the fair presentation of the financial statements. APPA has been receiving unqualified opinions every year.

In general, an audit does not examine every transaction; accordingly it does not guarantee absolute accuracy of the statements or findings of all mismanagement/fraudulent practices.

V. Primary Reports Required by the Internal Revenue Service (IRS)**1. Form 990, 990EZ, 990-N**

These forms are for an annual information return from income tax exempt organizations.

Form 990

Gross receipts greater than or equal to \$200,000 or total assets greater than or equal to \$500,000 at the end of the tax year.

Form 990EZ

Gross receipts less than \$200,000 and total assets at the end of the tax year less than \$500,000.

Form 990-N

Gross receipts less than \$50,000 or less.

These reports are due by the 15th day of the 5th month after the fiscal year ends. For APPA and affiliates it is August 15th.

The amount of gross receipts and total assets may change. The amounts noted above are for the tax year 2011.

2. Form 990T

This form is used for business income tax returns for exempt organizations to report their unrelated business income (UBIT) of \$1,000 or more. Income generated from advertisements in periodicals of exempt organizations is a typical example of unrelated business income.

ADMINISTRATIVE POLICIES AND PROCEDURES

Section II-K

APPA

Rev. no. 1

Pg. 1 of 5

Origination Date: 10/30/96

Revised: 2/10/01

Recommended Revisions December 2010

SUBJECT: INVESTMENT POLICY

I. PURPOSE

This investment policy has been adopted by the Board of Directors of APPA to provide vision, leadership and broad guidelines for the strategic investment of funds held by the association while allowing APPA Staff to successfully implement day-to-day management decisions.

This policy serves as a framework to achieve the investment objectives; safety, liquidity, and optimum return at a level of risk acceptable for the current financial environment. APPA policies use a standard glossary of terms related to investments. The Glossary of Terms is kept of file at APPA headquarters and available on the APPA website. For the purpose of managing investment, the funds will be divided into three categories: 1) the Operating Fund, 2) the Short-Term Fund, and 3) the Long-Term Fund.

The process for determining the dollar amount in each category, the investment vehicles to be utilized and reporting requirements are set forth in this document.

II. ACTION PERSONNEL

Board of Directors, Executive Committee, Executive Vice President, Chief Financial Officer

III. GENERAL INVESTMENT GUIDELINES

A. OPERATING FUND

The purpose of the Operating Fund is to provide sufficient cash flow to meet the anticipated annual financial obligations of APPA in a timely manner.

Investment Objectives: The investment objectives of the Operating Fund are:

1. Anticipate amount of annual operating funds necessary for the annual enterprise.
2. Preservation of capital - provide sufficient assets to meet operating requirements that fluctuate in cycles of

ADMINISTRATIVE POLICIES AND PROCEDURES

Section II-K

APPA

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Origination Date: 10/30/96

Revised: 2/10/01

Recommended Revisions December 2010

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3. Liquidity - maintain operating funds in appropriate accounts that allow for immediate use
4. To optimize the investment return within the constraints of (1), (2) and (3) above

Allowable Investments: The Operating Fund may be invested using appropriate vehicles/instruments* as follows:

1. Only FDIC insured Certificates of Deposit not to exceed \$250,000 per institution. In dealing with a banking institution, all funds should be FDIC insured and within the FDIC limit amounts.
 - a. Money Market Funds
 - b. Interest bearing checking accounts in federally insured banks and savings and loans not to exceed federally insured amounts
 - c. Direct obligations of the U.S. Government, its agencies and instrumentalities
 - d. Agency discount notes through Money Market Funds
 - e. Repurchase agreements through Money Market Funds
 - f. Commercial paper rated A-1/P-1 through Money Market Funds
 - g. Corporate Notes rated investment grade or better through money market mutual funds
2. Credit Unions – guaranteed secured loans
3. Refinance or capitalization of any major assets e.g. buildings, loans etc

**(Financial institutions be insured and within federal limits)*

Prohibited Investments: The Operating Fund will NOT be invested in equities or stock funds of any types; hedge funds, derivatives, or subprime mortgages or other high risk investments vehicles; options trading or margin transactions.

Maturity: The maturities on investments for the Operating Fund shall be limited to one year or less. The Chief Financial Officer shall be responsible for determining appropriate maturity dates.

Reporting: The Chief Financial Officer shall report to the Executive Vice President and Executive Committee on the status of investments as part of the routine monthly budget summary that includes an investment line item.

B. SHORT-TERM FUND

ADMINISTRATIVE POLICIES AND PROCEDURES

Section II-K

APPA

Rev. no. 1

Pg. 3 of 5

Origination Date: 10/30/96

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Recommended Revisions December 2010

The purpose of the Short-Term Fund is to meet the expenses occurring as the result of unanticipated activities, improve the return on funds held for expenditure over the next one to five years, and to manage investment risk.

Investment Objectives: The investment objectives of the Short-Term Fund are:

1. Preservation of capital
2. Optimize the investment return – maximize yield by following three key principles of asset allocation/diversification/market timing.
3. Liquidity- provide flexibility for intermediate access to funds
4. Low expense ratio for money management (APPAs fee is tracked and compared to performance).

Allowable Investments: The Short-Term Fund may be invested using appropriate vehicles/instruments as follows:

1. Any investment allowed for the Operating Fund
2. Mutual funds investing in mortgage backed securities where the mortgages are 100% government backed (yet exclusive of any subprime mortgages).
3. Fixed income mutual funds (bonds, treasuries, or notes backed by the full faith and credit of the United States Government)
4. Mutual funds investing in securities that meet the investment objectives of the Short-Term Fund
5. Certificate of Deposit (only FDIC) that are ladderred for maturity.

Prohibited Investments: The Short-Term Fund will NOT be invested in equities or stock funds of any type; hedge funds, derivatives, subprime mortgages; options trading or margin transactions.

Maturity: The Short-Term Fund shall invest in securities appropriate for a one to five year investment horizon.

Reporting: The Executive Vice President and Chief Financial Officer shall provide a report on a quarterly basis presented to the Executive Committee and Board of Directors as part of a standing agenda item. The reports will include a schedule of investments, interest income year-to-date and current yield.

C. LONG-TERM FUND

ADMINISTRATIVE POLICIES AND PROCEDURES

Section II-K

APPA

Rev. no. 1

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Origination Date: 10/30/96

Revised: 2/10/01

Recommended Revisions December 2010

The purpose of the APPA Long-Term Fund, over a five to ten year horizon, is to provide financial stability, to ensure the real growth of capital to meet future needs of APPA, to enhance the purchasing power of funds held for future expenditure, to provide a rainy day fund to cover significant unanticipated events and losses, and to provide for major repair, renovation, renewal, or replacement of the headquarters building and/or its systems and infrastructure.

The Board's stated goal for the Long Term Fund is 5 – 10% of APPA's assets, exclusive of the Operating Fund.

In order to achieve a prudent level of portfolio diversification, the securities of any one company should not exceed 5% of each manager's fund. In addition, each fund manager is required to diversify the fund among various industries to minimize undue risks and maximize earnings.

Investment Objectives: The investment objectives should be pursued as a long-term goal designed to maximize the returns without exposure to undue risk. It is understood the fluctuating rates of return are characteristic of the securities markets. The investment goals are the objective of the aggregate fund and not meant to be imposed on each investment account if more than one account is used. APPA is willing to accept a reasonable degree of fluctuation in near-term market value with a possibility of not more than two years of negative absolute returns in exchange for the potential of higher returns over the longer term. The greatest concern should be long-term appreciation of the assets and consistency of total portfolio returns.

The following objectives over a five to ten year time period are established.

1. A minimum 5% real return (net of expenses) over inflation as defined by the Bureau of Labor Statistics, Department of Labor, U. S. government.
2. Meet or exceed the market index over the minimum established by #1 above.

The performance of the equity portfolio will be measured against the performance of the annual Standard & Poor's 500 (S & P 500) index.

Asset Allocation Guidelines

ADMINISTRATIVE POLICIES AND PROCEDURES

Section II-K

APPA

Rev. no. 1

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Origination Date: 10/30/96

Revised: 2/10/01

Recommended Revisions December 2010

Aggregate fund asset allocation guidelines are:

<u>Asset Class</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Preferred</u>
Equities	50%	75%	63%
Fixed Income	20%	45%	29%
Cash & Equivalents*	5%	10%	8%

APPA's Investment Advisor/Money Manager(s) shall follow the asset allocation guidelines; however, the Executive Vice President may employ, with approval of the Executive Committee, investment managers whose investment disciplines require different asset allocation from the established allocation guidelines if such changes are considered in the best interest of APPA over time.

Allowable Investments: The Long-Term Fund may be invested as follows:

1. **Equities:** The objective of the stock portfolio is to perform consistent with or above the S & P 500 Index (net of expenses) over an annual basis.
 - a. Large capitalization stocks (\$500 million market capitalization)
 - b. Growth or Value stocks
 - c. Large, Medium and small capitalization mutual funds stocks
 - d. Stocks of foreign corporations
 - e. Stocks of real estate investment trusts
 - f. Mutual funds investing in instruments meeting the investment objectives.
 - g. Exchange Traded Funds (ETF)

2. **Fixed Income:** Investments in fixed income securities will be managed actively to pursue opportunities presented by changes in interest rates, credit ratings and maturity premiums. Allowable investments include:
 - a. Any investments allowed in the Operating and Short-Term Funds
 - b. High yield corporate bonds
 - c. Foreign corporate bonds
 - d. The weighted average maturity of the portfolio must be 10 years or less
 - e. Mutual funds meeting the investment objectives.

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- f. Certificates of Deposits – laddered for maturity
- g. Savings bonds

Prohibited Investments: The following investments are prohibited:

- a. Private placements
- b. Letter stock
- c. Foreign government bonds (unless within the course of purchasing mutual fund vehicles)
- d. Options trading, no exceptions
- e. Commodity or futures trading, except in mutual funds where the trading objective is to preserve principal
- f. Short selling
- g. Margin transactions
- h. Gold, oil, other minerals or foreign currency (euro/sterling etc)
- i. Hedge funds, derivatives, subprime mortgages.

Reporting: The Executive Vice President and Chief Financial Officer shall provide a report on a semi-annual basis presented to the Executive Committee and Board of Directors as part of a standing agenda item. The reports will include a summary of investments, portfolio performance, interest income year-to-date and current yield.

IV. RESPONSIBILITIES (operational and fiduciary)

The Executive Vice President is responsible for the management, implementation and operational administration of this policy. The Chief Financial Officer carries out the operations of the investment plans with the oversight and guidance of the Executive Vice President. The Executive Vice President is authorized to act for the Board of Directors for day-to-day actions to open and close accounts in financial institutions.

Fiduciary responsibility for APPA's overall financial health and its investment policy shall reside with the Board of Directors. The Executive Committee will evaluate all investments against the established policy and make recommendations on policy modifications to the Board of Directors.

V. PROCEDURES

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The following procedures will be used to ensure consistent administration of this policy.

- The Executive Vice President, in consultation with the Chief Financial Officer, will recommend to the Executive Committee the dollar amount to be placed in the Short-Term Fund and the Long-Term Fund. Upon recommendation of the Executive Committee, the Board of Directors will approve the dollar amount to be placed in the Short-Term and Long-Term Funds as part of the annual budgeting process and policy review.
- Financial institutions (banks and investment companies) used by the association will be checked through the Bauer Financial rating system (or similar such system). Financial institutions with unacceptable ratings will not be used.
- The association may retain an investment advisor. It is recognized that broker commissions are a reasonable and normal operating expense of investment activities. Routine performance briefings/meetings shall take place between the investment advisor, the Executive Vice President, and the Chief Financial Officer. The Executive Vice President and Chief Financial Officer shall recommend the use of one (or more) Investment Advisors/Money Managers. The Executive Committee on behalf of the Board of Directors will approve the selection of Investment Advisors/Money Managers.
- If a discount Brokerage House method is used to purchase investments directly then these instruments can be directly monitored (real time) by APPA staff.
- The Executive Vice President and Chief Financial Officer in consultation with an Investment Advisor/Money Manager, have broad responsibility to shift the commitment of funds among investment vehicles allowed for the fund category taking into consideration the key principles of asset allocation, diversification, and market timing.
- This investment policy shall be reviewed annually by the Executive Vice President and Chief Financial Officer, who will recommend any necessary revisions, adjustments, or changes to the Executive Committee and Board of Directors as part of the annual budgeting process.
- The Board of Directors shall approve any changes to the Investment Policy.

[REGION OR CHAPTER] Budget Process SAMPLE

1. The Treasurer will develop a budget form for collection of budget input from committee chairs. For strategic planning initiatives to be included in a committee's budget request, the form will include the goal and objective number and a description of the task for each strategic planning item for which funding is requested.
2. The Treasurer will provide each committee chair and others with budget input responsibility with a budget form at the annual meeting each year. Committee chairs will then discuss the budget process and the committee's needs for the following fiscal year during committee meetings. (Note: [REGION OR CHAPTER]'s new fiscal year begins on April 1.)
3. Completed budget forms by each committee shall be due to the Treasurer and to the President for the following fiscal year on December 31. Committee chairs will submit a completed budget form for the following fiscal year along with a narrative paragraph outlining any major initiatives or funding changes anticipated for the second fiscal year out.
4. The Treasurer will collect all budget forms and present to the President for review a pro forma budget for [REGION OR CHAPTER] for the following fiscal year by the third week of January.
5. The President will review the overall [REGION OR CHAPTER] budget and discuss any changes with the Treasurer. The Treasurer will then provide a draft of the pro forma budget to the Executive Committee by February 1.
6. The Executive Committee shall approve the following fiscal year's budget at its mid-year meeting (Technology Conference).
7. The Treasurer will present to the Executive Committee at its annual meeting (fall) an analysis of the current fiscal year's budget versus actual performance along with a general forecast for the following fiscal year (considering the narrative paragraphs submitted in item 3 above).

Budget Revisions

1. Each fiscal year's budget will include \$1,000 discretionary funding under the General and Administrative column of the budget for use by the President. The President may, for instance, fund small budget revisions from this discretionary fund without further approval.
2. For other budget revisions, the President may approve a budget revision up to 10% of a committee or program budget as long as the total expense budget of [REGION OR CHAPTER] is unaffected. The Executive Committee shall be notified of such budget revisions approved by the President.
3. Executive Committee approval shall be required for all other budget revisions.

Educating Your Board About Audits

Article Date: 2005

Submitted by Jeffrey Stefan, CPA

Some board members (and occasionally members of management) mistakenly assume that the outside CPA is responsible for the organization's financial statements. The outside CPA is responsible for the auditor's report. **Management** is responsible for the financial statements and for establishing and maintaining effective internal control. As part of Generally Accepted Auditing Standards (GAAS), the outside CPA is required to obtain management's representation acknowledging their responsibility for the financial statements.

The governing board engages the outside CPA to perform an audit, and the CPA is responsible for meeting professional standards while performing that audit. In order to properly oversee an organization and its financial matters, board members need to understand how changes in auditing standards will impact the audit performed on their organization.

For example, the AICPA recently issued SAS 99, *Consideration of Fraud in a Financial Statement Audit*. That SAS doesn't change the auditor's responsibility to plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud. Instead, it provides revised and expanded guidance on how the auditor should fulfill that responsibility. The main goal of an audit is still to obtain reasonable assurance about whether the financial statements are free of material misstatement, not to detect fraud. Outside CPAs need to make sure that their clients understand the impact of the new fraud SAS on their organizations. For instance, auditors may need to perform additional procedures to meet the requirements in SAS 99. Those additional procedures may result in more interaction between the auditors and client personnel, additional procedures that weren't performed as part of the prior year audit, as well as increased audit fees. SAS 99 is effective for audits of financial statements for periods *beginning* on or after December 15, 2002, with early application allowed.

An outside CPA can be a nonprofit's most trusted financial advisor. Because the auditor is knowledgeable about the organization's financial affairs, it can be tempting to think that the auditor can, and should, perform a multitude of services for the organization. It doesn't always work that way, however. Independence rules prohibit auditors from performing services or making management decisions that would result in them auditing their own work during the financial statement audit. Auditors of organizations that receive federal funding face even more stringent independence rules. The highly publicized SEC independence rules resulting from the Sarbanes-Oxley Act currently don't apply to audits of nonpublic (i.e., not publicly traded) companies. However, some state boards of accountancy are considering changes in their independence rules to apply Sarbanes-Oxley's principles more broadly. Nonprofit boards need to be kept informed as these rules change.

Outside CPAs can play a vital role in board education. It's important to note that educating the board is a continuous process rather than a one-time event. That's because many nonprofit organizations have frequent board turnover, and new auditing and accounting standards are issued every year. Outside CPAs are knowledgeable of accounting and auditing standards and how those standards will impact their nonprofit organization clients and their engagements. That allows them to provide board education as an additional service to their clients.

[REGION OR CHAPTER] General Finance Policies SAMPLE ONLY

1. The Treasurer will ensure that all expenses paid from [REGION OR CHAPTER] funds have received proper approval from the President or the appropriate committee chair before funds are disbursed. Documentation of this approval will be maintained in the finance files along with the invoice or expense report. Files may be retained in electronic format.
2. For any expense greater than \$10,000, the approval of the President of [REGION OR CHAPTER] and of at least 2/3 of the members of the Finance Committee shall be required. Such approval may be by email, and documentation will be maintained in the finance files along with the invoice or expense report.
3. [REGION OR CHAPTER] shall make a good faith effort to pay all invoices within 30 days of receipt of properly-presented invoice for products/services. The Treasurer will maintain explanations for any payment not complying with this timeline, including the reasons therefore.
4. The approval of the President of [REGION OR CHAPTER] and of at least 2/3 of the members of the Finance Committee will be required before any changes in contractors or in the terms and conditions of any major contract shall be made.
5. The Treasurer will be responsible for monthly reconciliation of all [REGION OR CHAPTER] bank accounts. [REGION OR CHAPTER] member institutions operating satellite bank accounts utilizing the [REGION OR CHAPTER] tax ID shall provide the [REGION OR CHAPTER] Treasurer with an accounting for all transactions and a copy of the bank account statement within 30 days following the last day of each month so that the Treasurer may include the transactions of satellite bank accounts in the financial records for [REGION OR CHAPTER] and so that the Treasurer may perform a reconciliation of those bank accounts. A quarterly profit and loss statement, a balance sheet, and a copy of the quarterly bank account reconciliation will be provided to the members of the Finance Committee and to the [REGION OR CHAPTER] President within 60 days following the last day of each quarter. The Chair of the Finance Committee (or the [REGION OR CHAPTER] President in case of unavailability of the Chair of the Finance Committee) will sign and date the reconciliation report, indicating his/her review, and return it via mail to the [REGION OR CHAPTER] Treasurer. The Treasurer may utilize an outside agency or individual to perform these accounting functions with the approval of the Executive Committee.
6. [REGION OR CHAPTER] member institutions operating satellite bank accounts not utilizing the [REGION OR CHAPTER] tax ID shall provide the [REGION OR CHAPTER] Treasurer with an accounting for all transactions for informational purposes only within 30 days following the last day of each month.
7. The approval of the [REGION OR CHAPTER] President and of all members of the Finance Committee will be obtained before the main bank account(s) containing [REGION OR CHAPTER] funds and investments is changed.
8. On a quarterly basis (March/June/September/December), a summary of [REGION OR CHAPTER]'s financial status (income statement) shall be posted to the [REGION OR CHAPTER] website.

SAMPLE BUDGET

	BUDGET	Actual	Current
		YTD	Balance
	Approved On-line		Available
Current Assets			
Balance - Checking			
Preferred Business Money Market Account - Savings			
Investment Account: Cash Equivalents			
Investment Account: Securities			
CD Account (Term 11 months @ .45 % - Mature 4/7/2021)			
Total Accounts			
INCOME: (These amounts are included in the above account balances)			
Membership Dues			
Annual Conference Net Proceeds			
Total			
EXPENSES			
Accounting fees/tax prep			
Banking Fees - Single Point Account			
Insurance; Directors and Officers Liability Insurance			
Grants:			
if applicable			
Postage Stamps, Supplies, DocuSign			
Professional Development : Pays for the teachers, on campus portion of APPA Classes			
On Campus: APPA Institute, Leadership Academy, Supervisor Toolkit			
CEFP Certificates			
APPA Virtual Conf. - [chapter] Board			
Annual Conf. Seed Money			
Awards			
Board Meetings:			
Spring			
Fall (Mid- year)			
Board Conf Registrations (including APPA Members)			
Scholarships- pays tuition for individual to attend APPA training			
Scholarships, Additional - Determined Yearly			
State of [state] - Non-Profit Corporation Annual Reports			
Strategic Planning			
OTHER:			
Total Expenses			



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