



CHAPTER

MANUAL

This Chapter supports the mission and goals of the American Public Works Association

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INTRODUCTION

The purpose of this manual is to provide an overview of the Arizona Chapter and its general operating procedures according to the Chapter's Bylaws. The branches of the Arizona Chapter are subject to their respective bylaws which must follow, and are governed by the operating procedures of the Arizona Chapter.

NAME AND JURISDICTION

The Arizona Chapter (Chapter) of the American Public Works Association (APWA) is organized and covers all the State of Arizona. The Arizona Chapter currently has three branches: Central, Southern Arizona (established in 1991) and Northern Arizona (established in 1992). The Southern Arizona Branch is centered in Pima County and includes Cochise, Greenlee, Graham and Santa Cruz counties. The Northern Arizona Branch is centered in the Prescott/Flagstaff area and includes Apache, Navajo, Coconino, Mohave, Yavapai and La Paz counties. The Central Branch is centered in Maricopa County and includes Gila, Pinal and Yuma counties.

All members of the Arizona Chapter of APWA can participate and attend functions in any of the Branches of the Chapter as full-fledged members in good standing. An Arizona Chapter Member can be designated as a member of more than one Branch within the Arizona Chapter.

MISSION AND PURPOSE

The purposes of the Chapter are to educate, effect, advocate and celebrate the mission of Public Works with our community. This includes the advancement of the practices of the design, construction, maintenance, operation, rehabilitation and administration of public works facilities and services. It is accomplished by the dissemination of information and experiences; the promotion of improved practices in public works administration; adherence by all member public works officials to high professional and ethical standards; and the professional and social improvement of its members as set forth in the "Rules Governing Chapters of the American Public Works Association."

The Chapter shall engage in a program of activities designed to further the purposes of APWA within its jurisdiction including, but not limited to, the scheduling of regular meetings of its membership.

The Chapter is not organized for profit, and earnings shall not directly benefit any Chapter member or Officer except as compensation for services rendered or for reimbursement of necessary expenses incurred.

MEMBERSHIP

Members of APWA residing in the Arizona Chapter territory shall be members of the Chapter and shall hold the same type of membership in the Chapter that they hold in APWA. Members of APWA residing outside the Arizona Chapter territory may elect to be members of the Arizona Chapter and shall hold the same type of membership in the Chapter that they hold in APWA but shall be a member of only one Chapter. Members of APWA residing in the Arizona Chapter territory may elect to be a member of a Chapter other than the Arizona Chapter but shall be a member of only one Chapter.

Criteria for and grades of membership shall be as prescribed by the Bylaws of the American Public Works Association.

FISCAL AND ADMINISTRATIVE YEARS

The fiscal year and the administrative year of the Chapter shall be from July 1 through June 30.

CHAPTER EXECUTIVE COMMITTEE

The governing body of the Chapter is the Executive Committee, consisting of:

The Officers of the Chapter consist of the President, President-Elect, Secretary, Treasurer, Immediate Past President; and,
Six Chapter Directors; and,
A Chapter Delegate.

Chapter officers are selected annually in April by the membership and serve a 1-year term for the following calendar year. Directors are elected for 2-year alternating terms. The Chapter Delegate is appointed by the Executive Committee and serves a term of 3 years. The current officers for the Arizona Chapter are listed on the Chapter website: <http://arizona.apwa.net>.

The Immediate Past President also serves as a voting member of the Executive Committee. The duties of each Chapter Officer are identified in the Chapter Bylaws and are summarized with additional detail on the following pages of this document.

Chapter President

The President shall be the Chief Elected Officer of the Chapter and shall serve a term of one year. The President shall:

- Manage the affairs of the Chapter.
- Chair the Executive Committee.
- Establish the agenda and serve as presiding officer over Chapter and Executive Committee meetings.
- Ensure that all meetings of the Chapter, including those of the Executive Committee, may not be called with less than five days' notice.
- Issue the call for regular or special Executive Committee meetings.
- Appoint Chairs to all standing and special Committees and be an ex-officio member of each Committee.
- Ensure that all Committees function properly and cooperate with Committee Chairs to that end.
- Perform such other duties as may from time to time be assigned by the Executive Committee.
- Notify the APWA Executive Director and the APWA Regional Director of the Chapter's representatives on or before April 30 each year.
- Prepare a President's Report for periodic newsletters.
- Preside at the Chapter Dinner at the annual APWA International Public Works Congress and Exposition (PWX).
- Invite city, state, national and international dignitaries to Chapter events.
- Draft and send letters of response from the Chapter on various issues.
- Arrange for procurement of an engraved gavel for presentation to the incoming Chapter President at the final Chapter meeting of the year.

Chapter President-Elect

The President-Elect, who shall have previously served as an Officer or Director, shall be elected annually to serve a term of one year and shall:

- Act as the President in the President's absence or when the President is unable to perform the duties of the office, as determined by the Executive Committee.
- Assume the office of President upon the completion of the term of office of President-Elect.
- Be responsible for arranging the program of activities for the current administrative year.
- Function as the contract administrator for the Chapter Administrator.

- Be responsible for arranging for a Master of Ceremonies to perform the duty of administering the oath of office to the incoming Executive Committee at the last meeting of the year.
- Perform such other duties as assigned by the President or the Executive Committee.

Chapter Secretary

The Secretary shall be elected annually to serve a term of one year and shall:

- Be responsible for Chapter communication.
- Prepare a written record of the proceedings of the Executive Committee and any formal proceedings of the Chapter.
- Prepare and submit to APWA such reports as may be required.
- Obtain from APWA any certificates of appreciation, service pins, etc., for the current President for presentation at the last meeting of the year.
- Conduct annual solicitations for newsletter & directory, corporate and calendar sponsorships.
- Serve on the Communication Committee.

As outlined in the Rules Governing Chapters, specific guidelines have been established to outline the responsibilities of the Chapter Secretary in monitoring meeting conduct. Specific criteria must be met by officers when calling and conducting meetings.

- No official meeting of APWA Chapters may be called on less than five days' notice;
- All meetings must follow a published agenda that includes the main items of business to be discussed;
- All meeting notices and agendas must be sent to Chapter members and APWA simultaneously with their mailing and/or use at Chapter meetings;
- Minutes must be kept of all meetings, to include the resolution of all agenda items, names of active meeting participants (as opposed to observers), including agency/company identifications when appropriate;
- All Chapter officers and meeting Chairs must be aware of, and acknowledge basic antitrust provisions affecting associations;
- All meeting minutes (both draft and approved versions) must be filed with APWA within thirty (30) days of the meeting date; and,
- Six members of the Executive Committee constitute a quorum for conducting official Chapter business.

Chapter Treasurer

The Treasurer shall be elected annually to serve a minimum term of one year and shall:

- Sign all checks and vouchers together with appropriate officer(s).
- Be responsible to obtain signature cards from financial institutions maintaining Chapter funds, obtain signatures from the incoming President, Secretary, Treasurer and signatures from APWA National Director of Finance and National Treasurer and file the executed signature cards with the appropriate financial institution(s) by July 1 each year.
- Ensure compliance with all APWA financial policies.
- Review all financial reports provided to the Executive Committee by the Chapter Administrator.
- Coordinate with Branches to ensure accuracy of Branch financial reports and compliance with APWA financial reporting deadlines.
- Serve on the Finance/Budget Committee.

Chapter Immediate Past President

The most recent Past President shall be an ex-officio member of the Executive Committee and:

- Serves as a voting member of the Executive Committee.
- Serves in an advisory capacity to the President and the Executive Committee.
- Presides at meetings of the Chapter and the Executive Committee in the absence of the President and President-Elect.
- Attend Executive Committee meetings to serve as a liaison to past activities.
- Chair the Nominating Committee.
- Chair the Past President's Advisory Council.
- Chair the PACE Award submittal.
- Chair the Audit Committee
- Submit annual audit to APWA.

Directors (6) of the Chapter

Six members of the Chapter in good standing shall be elected to serve as Chapter Directors and serve two-year terms. Three of the six Chapter Directors shall be elected on alternate years to provide direction continuity. Chapter Directors shall:

- Be members of the Executive Committee to provide direction to the Chapter.
- Attend Chapter and Executive Committee meetings.
- Be prepared to present progress reports of any assignments.
- Be assigned to, and represent Chapter Committees as directed by the Chapter President.
- In the event that a Director cannot serve, a replacement shall be selected from the candidates in the previous election and the person currently not serving having the highest vote total offered the option to be the replacement.

Chapter Delegate

The Chapter Delegate is the Chapter's representative to the APWA Council of Chapters. The Council of Chapters is comprised of one Delegate from each Chapter. The Delegate shall be appointed by the Chapter Executive Committee to serve a minimum three-year term and shall:

- Represent the Chapter to the Council of Chapters, attending regional and annual meetings of the Council of Chapters, bringing Chapter concerns to their attention, and informing the Chapter of Council of Chapters' activities.
- Act as a liaison between Chapters, their Regional Directors and the APWA Board of Directors in its implementation of the Association's strategic plan; between all Chapters of the Association; between Chapters and their branches; and between Chapters and the APWA volunteer structure.
- Serve as an information source and point of contact at local, regional, and national levels while identifying dedicated and committed members for promotion and active participation within the Association.
- Prepare and submit to APWA such reports as may be required.
- Attend and participate as a member of the Chapter Executive Committee with voting privileges.
- Have an active interest in local, regional and national affairs
- Have experience in the Chapter volunteer structure.

Chapter Alternate Delegate

A Chapter Alternate Delegate may be appointed annually by the Executive Committee to serve for the current administrative year and shall:

- Act for and on behalf of the Chapter Delegate at Executive Committee discretion in

the event of the Chapter Delegate's absence or inability to perform the duties of this position;

- Have the same responsibility and authority as the Chapter Delegate at any regional and annual meeting attended in the absence of the Chapter Delegate and be funded in the same manner at Executive Committee discretion. The Chapter Alternate Delegate may attend regional and annual meetings as a non-voting observer at their own expense together with the Chapter Delegate. The Executive Committee may elect to approve funding for the Chapter Alternate Delegate.

Chapter Administrator

The Chapter Administrator will perform services on behalf of the Chapter and Branches with respect to matters relating to or affecting Chapter as follows:

1. Chapter Newsletter editor and coordinator:
 - a. Assist Chapter Secretary in mailing annual solicitations for newsletter & directory sponsorship and receiving such payments.
 - b. Conduct calls for articles from Committee Chairs, Branch Officers, Board Members and members at large.
 - c. Compile and edit articles.
 - d. Format and publish monthly newsletters.
 - e. Coordinate newsletter printing, posting to website & emailing.
2. Chapter Historical Record keeper:
 - a. Maintain storage in the name of APWA Arizona Chapter.
 - b. Retrieve and coordinate delivery of requested record materials by authorized Committee Chairs, Branch Officers or Board Members within 72 working hours of request.
 - c. Coordinate and provide support for the Chapter History Committee.
3. Chapter Meeting and Special Event Coordination:
 - a. Coordinates Monthly Membership Meeting including preparation, registration, on-site check in, compiling luncheon attendee's lists, reconciliation, banking, billing and collections.
 - b. Coordinates Monthly Board Meeting preparation and attendance including ensuring room availability and distribution of agenda and financial reports.
 - c. Coordinates Annual Statewide Conference registration, on-site check in, attendance, compiling attendee and exhibitor lists, reconciliation, banking, billing and fee collections. Coordination includes special mailings or web postings and announcements. Administrator will arrive as directed by the Conference Committee Chair. Administrator will remain through the Conference closing day, 3 days maximum. Room and Board at the Conference will be provided for the Administrator (1 person only).
 - d. Coordinates with appropriate Committee Chairs, Branch Officers or Board Members for Special Events including workshops, educational seminars, and special presentations. Coordination may include special mailings or web posting announcements, and forwarding web based registrations to the event coordinator. Additional Special Event Services include on-site check in, compiling attendee lists, reconciliation, banking, billing and fee collections may be provided at an additional fee charged to the requesting event. The fee will be as outlined under "Additional Special Event Services" in Section II – Payment of the Administrator's contract."
 - e. Provides Branch support including: Send out bi-monthly notices to entire membership at least 3 times (once when originally sent out and then 2 reminders, initiated by the Branch Executive Committee); Ensure communication is linked between the Chapter and the Branches with the

- newsletter and website postings of meeting announcements, etc.; and, Provide statewide communication through electronic media for the Branch Executive Committees to be passed on to members at bi-monthly meetings. Branches shall produce all original documents for their communication needs.
- f. Provides support to the AUCC for web related document posting, document storage, document retrieval and incidental general administrative services. AUCC shall produce all original documents for Committee use.
4. Chapter Bookkeeping:
 - a. Provides consolidated bookkeeping for all APWA accounts, and supplies any needed reports to APWA upon request. Day to day bookkeeping and accounting responsibilities for Branches shall be performed by the respective Branch Treasurers.
 - b. Collections.
 5. Chapter Potential Member Database:
 - a. Maintains Potential Member database and updates regularly.
 6. Chapter General Administrative Support:
 - a. Coordinates monthly update of Chapter website with APWA Webmaster. Updates include such items as Meeting Minutes, meeting and event announcements, newsletters, job postings for member companies and agencies, Chapter documents and photos provided by Chapter Officers and Committees.
 - b. Sends requests to APWA to update names of Board Members and Committee Chairs.
 - c. Retrieves and distributes US mail, minimum 3 times per month.
 - d. Meets with Treasurer as necessary to receive APWA rebate checks as required by Treasurer.
 - e. Provides support to members and potential members via US mail, email, phone and/or facsimile.
 - f. Purchases Annual appreciation gifts for Chapter President and APWA President.

COMMITTEES/SUBCOMMITTEES

The primary function of a Committee is to contribute to the efficient operation of the Chapter. In most cases, Committees are concerned with communicating information and assisting Chapter leaders in the decision-making process. The findings of a Committee have a direct impact on the decisions made by the Executive Committee. Committee work can directly influence the direction of the Chapter. Committee Chairs shall be responsible for monitoring and regularly reporting Subcommittee activities to the Executive Committee.

Committee Chairs

Responsibilities of Committee Chairs are defined in relation to each specific Committee and must be Chapter members. The Chair's role will normally change as the work of the Committee changes. However, there are general responsibilities that are common for all committee Chairs, which include:

- a. Developing and maintaining the Committee organization and structure.
- b. Scheduling meetings.
- c. Preparing and/or approving agendas.
- d. Presiding at meetings.
- e. Making committee and individual assignments.
- f. Reviewing and approving Meeting Minutes.
- g. Submitting Meeting Minutes to Chapter Secretary
- h. Overseeing the activities of the Committee.
- i. Preparing the Committee's budget.
- j. Preparing financial reports after each event.
- k. Identify insurance needs for each event.
- l. Providing information for use on the Chapter website and newsletter before and after an event.

Committee Chairs should clearly discuss expectations for the Committee with its members, the time commitment necessary to achieve success and execute the specific duties required during the year. Each Committee Chair should:

- a. Establish goals and schedules and monitor these throughout the year.
- b. Always begin Committee meetings on time.
- c. Conduct meetings from an agenda which has been previously distributed to Committee members.
- d. Briefly and clearly state the reason for the meeting at the beginning.
- e. Review the Committee's objectives relative to the Chapter's objectives
- f. Ensure that Meeting Minutes are created and distributed.
- g. Report the activities of the Committee to the Executive Committee
- h. Invite Director liaison to attend meetings,
- i. Attend Executive Committee meetings.

Committee Members

The composition of each committee is specific to the needs of the Committee. Some members of each Committee will automatically be members because of their position as an officer of either the Chapter or a Branch.

Unless otherwise noted in the Chapter Bylaws or Committee organization, Committee Chairs and members are appointed for one-year terms. Committee Chair appointments are made by the incoming President generally in April or May for the following fiscal year. While it is not necessary to have all Committee member appointments made by June 1, it is desirable to have Committee Chairs appointed in time to participate in the Chapter Strategic Planning Meeting. Incoming Committee Chairs should develop an activity Work

Plan for their committee for consideration at the Executive Committee Meeting in June. Work Plans should be based on achieving the goals the Chapter established at the Chapter Strategic Planning Meeting. The Committee Chair shall submit a written report summarizing the committee activities at fiscal year-end.

Committees are made up of a balance of experienced and new members. Chapter Committees include the following:

Description of Committees/Subcommittees

The following list is a summary of the current Arizona Chapter Committees. The Chapter website provides a current list of Committees, Chairs and Committee members. Branches may choose to emulate this list.

Activities Committee

- **Events & Community Service**
- **Education / Training Committee**
 - **Public Works Institute Committee**

Agency Advisory Committee

The Agency Advisory Committee is responsible for the coordination of ongoing dialogue with public/private groups impacting Arizona agencies. The committee is responsible for developing a resource plan to provide outreach and assist agencies and the general membership in the resolution of key issues.

Arizona Utility Coordination Committee - AUCC

The AUCC provides technical outreach and coordination of utility / agency related issues including discussion of current and planned Capital Improvement Projects within public rights of way and publishes the Public Improvement Project Guide (PIPG). The PIPG is available on the Chapter website at <http://arizona3.apwa.net/news/aucc/>.

Audit Committee

Together with a committee chosen, performs the annual audit of the Chapter.

Awards Committee

The Awards Committee is responsible for the coordination of award submissions to various organizations on behalf of the Arizona Chapter. The Awards Committee is also responsible for the coordination of awards distributed by the Chapter to Chapter members.

Communications Committee

The Communications Committee is responsible for ensuring that Chapter and other relevant information is shared with the general membership in a timely and efficient manner. The Committee oversees the management of the Chapter website, Social Media Accounts, Chapter Manual, and Chapter newsletter.

Community Service / Outreach Committee

The Community Service / Outreach Committee is responsible for coordinating events within local communities to allow members to participate in non-profit benefit activities such as serving in charity food kitchens, graffiti removal projects, Habitat for Humanity, etc.

Conference Committee

The Statewide Conference Committee is charged with holding of a successful annual Statewide Conference. Duties include identifying a location, conference logistics, outreach to potential sponsors and exhibitors, coordination of workshops, and providing networking opportunities to participants.

Diversity Committee

The Diversity Committee is charged with creating an awareness of Public Works through APWA by coordinating mentoring and awareness opportunities for youth, college students, professional societies, and organizations interested in learning more about the Public Works field.

Education / Training Committee

The Education / Training Committee provides outreach and coordinates learning and professional development opportunities for the general membership as well as youth and other non-members. These opportunities include the Public Works Institute, APWA K-5 Education Program, Future Cities Competition, and Arizona Professional Engineers Foundation.

Finance Committee

The Finance / Budget Committee oversees all Chapter internal financial controls and fiscal responsibilities. These include review of financial policies and reporting requirements with the Chapter and Branches, providing monthly or quarterly financial statements to the Executive Committee and developing and submitting the annual operating budget to APWA.

Future Congress Committee

The Future Congress Committee plans the necessary activities and conducts fundraising for future APWA International Congress and Expositions (PWXs) in Arizona.

Government Affairs / Advocacy Committee

The Government Affairs / Advocacy Committee provides outreach and education regarding public works issues to local and national legislative leaders.

History Committee

The History Committee is responsible for sustaining the Chapter's rich history through maintaining documents of historical significance and coordination of special projects such as, creating and cataloguing oral histories of influential Public Works figures in Arizona.

Membership Committee

The Membership Committee is charged with increasing membership as well as developing programs to attract and familiarize new Chapter members to the APWA. The Committee also coordinates new member orientation, new member networking opportunities, and manages outreach efforts to potential members.

Nomination Committee

The Nominating Committee is chaired by the Immediate Past-President and a committee of three.

Past President(s) Advisory Council

The Past President Advisory Council is chaired by the Immediate Past President and is charged with reaching out to agencies and organizations to help them better understand APWA and encourage agency participation and collaboration with the Chapter.

Practicing Young Professionals Committee

The Practicing Young Professionals Committee assists young professionals to join the organization and to develop and increase their level of professional and technical skills through mentoring and one-on-one exchanging of information, experiences and support. The Committee encourages personal career development and increases confidence levels while working with the Membership Committee to encourage young professionals to join the APWA.

Programs Committee

The President-Elect is a member of the Program Committee which is responsible for coordinating speakers and educational topics for monthly Chapter events that provide value to members.

Scholarship Committee

The Scholarship Committee is responsible for the coordination of scholarship opportunities for Chapter membership and their families. Duties include promotion of scholarship opportunities, review of applications, selection of scholarship recipients and distribution and announcement of recipient(s) funding to the Chapter membership.

Strategic Planning Committee

Includes all Officers, Board members and Committee Chairs.

Sustainability Committee

AWARDS

The **National APWA Awards Program** offers awards in the categories listed below. Many of these awards are made only at the national level in recognition of outstanding individual achievement. A detailed listing of these awards with award guidelines and nomination forms is available on the APWA website. The deadline to submit nominations directly to APWA varies so refer to the website - <http://www.apwa.net/awards>.

Awards

Top 10 Public Works Leaders of the Year
Public Works Project of the Year
Public Works Project of the Year for Small Cities/Rural Communities
Presidential Award for Chapter Excellence (PACE)

Professional Awards

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| Citation for Exemplary Service to Public Works | Exceptional Performance Awards (4 categories) |
| Diversity Exemplary Practices | Management Innovation Award |
| Excellence in Snow and Ice Control | Sustainability Practices Award |
| | Technical Innovation Award |

Members Awards

Chapter Membership Achievement Award
Charles Walter Nichols Award for Environmental Excellence
Community Involvement Award
Distinguished Service to Public Works Award
Donald C. Stone Award for Excellence in Education
Harry S. Swearingen Award for Outstanding Chapter Achievement and Excellence in Chapter Service
International Service Award
Professional Manager of the Year Award (9 categories)

| | |
|----------------------------|-----------------------------------|
| Administrative Management | Public Works Emergency Management |
| Engineering and Technology | Solid Waste |
| Facilities and Grounds | Transportation |
| Public Fleet | Water Resources |
| Public Right-of-Way | |

Young Leader Award

The **Arizona Chapter Awards Program** offers awards at the state level for **Project of the Year**, the **Charles Walter Nichols Award for Environmental Excellence**, the **Community Involvement**

Award, and the **Young Leader Award** that parallel the National Awards program. Additionally, two awards recognizing individual achievement are available only at the state level for Federal, State, County or Municipal agency employees. The individual **Award of Merit** recognizes an agency employee at the operational level who performs in an exceptionally efficient and/or innovative manner.

The **Outstanding Public Works Employee Award** is for outstanding performance at an agency managerial level.

The **Public Works Project Of The Year Award – Arizona Chapter and National APWA** is made for Public Works projects promoting excellence in management and administration recognizing the alliance between the managing agency, the consultant architect or engineer, and the contractor, may be nominated in one of four divisions:

- Projects less than \$5 million,
- Projects of \$5 million to \$25 million,
- Projects of \$25 million to \$75 million,
- Projects over \$75 million

in five categories:

- Structures (municipal buildings, parks, etc.),
- Transportation (roads, bridges, mass transit, etc.),
- Environment (treatment and recycling facilities, landfill reclamation projects, sewer projects, etc.),
- Historical Restoration/Preservation (historical restoration, preservation and adaptive reuse of existing buildings, structures, and facilities, etc.),
- Disaster or Emergency Construction/Repair (techniques and timing for safety, community relations, environmental protection, adverse conditions and additional considerations).

Awards of Merit – Arizona Chapter and National APWA

Three Awards of Merit under the national award program are recognized by the Chapter. Nominations are accepted locally for the **Charles Walter Nichols Award for Environmental Excellence**, the **Community Involvement Award**, and the **Young Leader Award**.

Nominations for Public Works Project of the Year or one of the three specified Awards of Merit that are selected as state or local Chapter winners (along with other meritorious nominations) will be submitted by the Chapter to the APWA national awards program. Nominations not selected by the Chapter for submittal to the APWA national program may be submitted by their sponsors directly to the administrators of the APWA national awards Committee. In the past, a number of Arizona projects have won national awards after being submitted by the Chapter or independently by members.

The Arizona Chapter uses the same award guidelines, nomination forms and criteria in evaluating nominations used by the APWA national awards program. They are available at <http://www.apwa.net/Awards/>.

Award of Merit and Outstanding Public Works Employee – Arizona Chapter Only

The Chapter makes two awards each year to individuals:

- The **Award of Merit** recognizes public works or related agency personnel at the operational level who perform in an exceptionally efficient and/or innovative manner.
- The **Outstanding Public Works Employee** award is for outstanding performance at a managerial level for a Federal, State, County or Municipal agency.

Information for Chapter awards for individuals may be downloaded from the Chapter web site.

Submittals: See the Chapter website for more details.

Deadline: See the Chapter website for more details.

GENERAL INFORMATION GOVERNING CHAPTERS

Maintenance of Member Records

Membership rosters and reports are available through the APWA website. Any Chapter leader can access their Chapter's membership reports at the APWA website, www.apwa.net. Log onto the website and go into the Member's Only section. Select Chapter Leader Resources. You will find a list of reports that are available to Chapters.

Chapter Membership Rebates

APWA provides rebates to Chapters for active members in the Chapter who are on the Chapter's membership roster as of June 30 each year and whose dues are paid in full as of that date. The amount of the rebate is determined by the APWA Board of Directors and is distributed quarterly.

Rebates are currently given for the following types of members:

- 05 - Individual Member
- 04 – Individual Student
- 11 - Agency group member
- 23A - Heritage Corporate group member
- 23B - Prestige Corporate group member
- 23D - Crown Corporate group member
- 31 - Utility group member
- 41 – Student group member
- 51 - One-Call group member

Fiduciary Responsibilities

A Chapter officer is considered a fiduciary, which means that the officer's legal status is almost the same as if the officer were a trustee. It involves a duty to act for the good of others rather than for one's own benefit. Consequently, the chief duty of a Chapter officer is to exercise his or her powers for the benefit of the Chapter. An officer must exercise these powers for the benefit of all members, not just some of them and must do so with complete honesty and reasonable competence. Officers can be held personally liable for failing to meet their fiduciary responsibilities and for their direct violation. Most states allow for suits involving "ordinary negligence" in managing corporate affairs. Generally speaking, however, barring intentional wrong-doing, the courts have rarely held not-for-profit officers responsible for decisions made in good faith and with prudence, even when they turn out to be bad decisions. Still, it does happen, often with respect to an organization's personnel actions. For that reason, insurance and indemnification protection is essential. Only Chapter officers are authorized to sign contracts on behalf of the Chapter.

Insurance Liability

APWA maintains a general liability policy that covers Chapter officers' liability with respect to claims that involve bodily injury or property damage. APWA must be notified a minimum of 30 days in advance of all Chapter/Branch events for insurance purposes. This policy, however, does not include leased or owned automobile-related claims, employment-related claims or claims regarding breach of fiduciary responsibilities. A certificate of insurance will be issued to the Chapter only when required by a written contract. All requests for a certificate of insurance must be accompanied by the event brochure, registration form and the contract language requiring the certificate. A request for a certificate should be made at least 30 days before the event to ensure our insurance company has adequate time to respond to the request. To help mitigate the risk to the Association, the Chapter must obtain a certificate of insurance from event co-sponsors and exhibitors or a permission slip/release form from participants. If the Chapter/Branch does not wish APWA to secure coverage, the Chapter/Branch shall secure local coverage and provide proof of insurance to APWA at least 30 days prior to an event. If the Chapter/Branch is unsuccessful in obtaining coverage, **the event shall be canceled.**

Indemnification

The APWA carries a policy that covers indemnification insurance and protects Chapter officers from personal liability for legal expenses incurred in their role as a Chapter officer of the Association, so long as they have not intentionally broken the law and have acted in good faith. Since Chapter officers are rarely found personally liable when acting in good faith, legal expenses may constitute their entire exposure.

Banking

The Chapter President, Treasurer and Secretary shall have authority to sign Chapter checks. In addition, Chapter accounts must also have the Treasurer of the APWA Board of Directors and the APWA Director of Finance listed as signatories. The Executive Committee is also responsible for selecting the bank where normal operating funds will be deposited. The retention requirement for bank records is seven (7) years.

Bonding

The Association pays for a “blanket bond” to protect the Association and Chapters against theft or fraud by Chapter Treasurers handling funds. This bond only covers cases of fraud or theft and not cases of “poor judgment.” Bonding of Chapter and Branch Treasurers is required and is administered through and at the cost of the Association. When APWA is alerted that a Treasurer has been selected by the Executive Committee or elected by the Chapter membership, bonding occurs automatically. It is important to note that if the Chapter has elected to engage an individual or organization to perform the financial management duties of the Chapter as Chapter Administrator (and this person does not hold title of “Treasurer”), that Chapter Administrator should purchase insurance as they are not covered under APWA’s policy.

Budgeting

BUDGET PROCESS OVERVIEW

- The Executive Committee makes the final approval of the annual budget.
- The Budget/Finance Committee (Including incumbent Treasurer) is responsible for compiling the budget and presenting the balanced (net zero) budget to the Executive Committee for approval. Approval must occur annually prior to June 15.
- Individual Committee Chairs are responsible for submitting their own Committee’s budget request to the Budget/Finance Committee no later than April 1 of each year.
- Committees are directed to submit a net zero budget.
- All events must be preplanned and approved by the Executive Committee.
- All events planned by individual committees are to be net zero as a minimum. Events and Committee meetings should include appropriate sponsorships to reduce chapter expenses. Sponsorship information is provided herein.
- Committee meals/refreshments are not considered a normal Committee expense. Committees are encouraged to seek sponsorship for meeting meals or have Committee members contribute to meal/refreshment expenses.
- Individual expenses such as mileage, lodging, printing of committee agendas & meetings, etc. related to committee activities are not reimbursable.
- Printing and production expenses or event supplies incurred by an individual on behalf of a Committee event or major project may be reimbursed provided it is included in the budget and is a reasonable and customary expense.
- All events must be calendared through the Chapter Administrator by the end of each year.
- The Budget / Finance Committee shall coordinate with Committees as needed to develop individual budget components.
- Budgets shall be submitted using the budget input report included on the APWA website.
- Chapter income from membership dues and quarterly Chapter rebates are designated for Chapter administrative expenses.
- Chapter rebates for specific events or purposes as provided by APWA, such as Regional Delegate meetings or Summits may be included as income by the appropriate Committee to offset expenses.
- Approved Committee budgets are considered to be as complete as possible at the time of presentation.
- Budgeted activities and expenses must conform substantially to the approved budget with the

- Committee held strictly to the net revenue or expense approved by the Executive Committee.
- Any net expense variance must be approved by the Executive Committee **before** that expense is incurred.

Each Chapter must have an annual budget based upon the calendar year. The budget need not be complicated but shall list all forms of revenue and major expense categories. All budgets are expected to balance each year.

All Chapter budgets for the following year must be submitted to APWA for review by the APWA Director of Finance no later than June 15 of each year. Chapters will be notified of potential problems by July 15 of the year covered by the budget.

Budgeting*

*(*Includes excerpts from Quick -Start Guide, A New Chapter Leader's Primer for Chapter Leadership & Management – December 2006- Rules Governing Chapters of the American Public Works Association)*

The Executive Committee is responsible for approving an annual budget and establishing policies for the management of Chapter funds. An annual budget facilitates achievement of Chapter goals. The Executive Committee is responsible for approving the expenditures of all Chapter funds. A good budget frees the Executive Committee for more important work at its meetings, as the Treasurer can be authorized to expend any funds included in the budget. Keep in mind that the Meeting Minutes must reflect authorization of all cash disbursements. The Chapter budget is part of the Chapter's financial files maintained at APWA. A copy of the Chapter budget for the coming calendar year should be forwarded to APWA by June 15th annually.

Goal Setting and Strategic Planning*

The Chapter budget provides for all expenses and revenues expected during the year and is a management tool by which the Executive Committee measures Chapter performance against stated goals. Chapters are expected to at least break even and are encouraged to plan for earnings to fund new initiatives, to establish reserves for contingencies and to fund long-term goals. Chapters are encouraged to have a planning session before the change in officers. Incoming and outgoing Chapter officers should meet to discuss the past year and plan for the next. Chapters are encouraged to use the APWA Strategic Plan when discussing Chapter goals and objectives. Many Chapters work with outside facilitators to do their goal setting and strategic planning. Other Chapters use APWA staff to help facilitate their sessions. Either way, the Chapter is encouraged to plan for the future while meeting its goals for the year.

Tax Deductible Contributions

APWA is classified by the Internal Revenue Service (IRS) as a 501(c) (3) tax-exempt organization. Therefore, contributions may be eligible as a deductible contribution to a nonprofit tax-exempt organization by contributors on their income tax return, subject to IRS guidelines. If your Chapter receives charitable contributions, please contact the national office for further guidance on IRS regulations related to reporting of contributions and our annual tax return and written acknowledgements of contributions.

Sales Tax Exemption

Chapters may be required to pay sales or use tax on purchases of goods or services. In addition, Chapters may also be required to charge and remit sales or use tax on certain types of sales they make in relation to merchandise, food & beverage, newsletters, registration fees for workshops and conferences, banquets, and fundraising events, etc. Each local, state and provincial government regulations are different and Chapters will be held responsible for all taxes imposed by various agencies, unless an exemption has been obtained. Chapters should contact their local, state or provincial departments of revenue in their respective areas regarding exempt purchases and sales by 501(c) (3) organizations. The APWA Director of Finance can assist you in researching your options and in completing the exemption application or other forms.

Meetings - Schedule. Format. Sites

The Executive Committee determines the frequency and location of membership meetings. The Arizona Chapter meets on the third Wednesday of each month. All Chapters must hold at least one membership meeting each year. Advance notice of dates and locations must be sent to the Chapter's Regional Director and to the APWA Chapter Relations Department.

APWA's Federal ID #

Vendors your Chapter does business with may need the Association's Federal Identification Number., Provide them the following number - 36-2202880 for these inquiries.

501(c) 3 Status

The documents from the U.S. Treasury Department are forms that your Chapter may need to provide to document the Association's not-for-profit status. Some common instances when this is necessary are when receiving an exemption from sales tax or when applying for a bulk-mailing permit. Copies of these letters are located under U.S. Treasury/IRS Letters on the APWA website.

Supplemental Allocations for Chapter Support

Occasionally, APWA will approve allocations to chapters for funding worthwhile projects for which the Chapter does not have ready investment capital. Requests for allocations must include a determination of actual financial need and project worthiness. These requests are submitted to the APWA Board of Directors and must contain enough detailed information for the board to judge the merits and risks of the project. (See *Rules Governing Chapters* for items to include with these requests.) Chapter commitment, a willingness to share project cost and tying the project into the Association's strategic plan are key ingredients in the board's consideration. Requests should be submitted before the beginning of the budget year if possible.

Preparing to Take Office

Chapter officers are required to serve fiscal year terms. In exceptional circumstances and only when it is in the best interest of the Association, the Board of Directors may approve a provision in a Chapter's bylaws whereby the term of office is established to other than the calendar year. There is normally a period between election and installation. You should take advantage of this transition period to prepare for the upcoming term, to identify what is to be accomplished, and to set goals and objectives. This may include a systematic review of existing programs and examination of how your Chapter is or is not meeting the needs of Chapter members. Survey instruments can be used to assess your members' likes and dislikes, what programs and services they would like to see at your chapter, and how the Chapter can best meet their training and educational needs. If a new Chapter Secretary and/or Treasurer has been elected (or appointed), an orderly transition is needed to make certain that items such as files, stationery, financial records, and Chapter possessions (such as the banner) are turned over and new officers have the opportunity to be briefed on their duties. In addition, each officer should turn over appropriate correspondence and files to the incoming officers to assist in the discharge of their responsibilities.

Chapter Financial Reports

The Chapter Treasurer is responsible for completing the following reports and forwarding the reports to APWA by the corresponding dates. You can access a printable copy of the Chapter Treasurer checklist and all financial forms on the website at www.apwa.net – Members Only Section – Chapter Leader Resources. Be sure that all accounts of the Chapter/Branch have updated signature cards including the signature of the APWA Director of Finance and the Treasurer of the APWA Board of Directors.

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|------------|---|
| January 15 | IRS Form 1099 MISC (Income Paid to Individuals/Contributions - \$600 or more) |
| March 15 | Semi-Annual Financial Report |
| July 31 | Chapter Budget for next calendar year |
| August 1 | Audited Year-End Financial Report |

Penalties Concerning Chapter Financial Reports

Failure to submit financial reports on time and as prescribed in these Rules Governing Chapters will result in the automatic suspension of APWA Chapter member rebate payments. Financial reports not filed within 90 days of their due date will result in the forfeiting of that period's rebates and any future rebates. If delinquent financial statements are eventually filed and are up to date, rebates will be reinstated, but any forfeited rebates will not be paid. Current Chapter financial reporting is essential to the association's annual audit and tax statement. The APWA Board of Directors will be notified of delinquent financial reporting and will review the organizational status of the affected chapter.

IRS Form 1099 MISC

If a Chapter pays an individual \$600 or more in a calendar year for certain scholarships, services, and/or travel expenses, the APWA must file the information with the Internal Revenue Service on IRS Form 1099 MISC. The most common situation is Chapters compensation to an individual or firm performing the duties of the Secretary and/or Treasurer. Another case might be fees paid to a free-lance editor or designer for Chapter publications. If payment for travel expenses has been a reimbursement for expenses and an expense report and receipts have been submitted to the Chapter, then this amount is not reported and the form not filed. However, if a per diem or fixed amount per day is paid and the person is not required to report how the money was spent, then this amount must be reported to APWA along with the total amount paid. A "qualified scholarship payment" is not considered to be taxable income to the recipient if all three of the following are met.

- The individual is a candidate for a degree at an educational institution;
- The payment is used for tuition or course related expenses; and,
- The scholarship payment is not a payment for services

The amounts representing "qualified scholarship payments" are not subject to employment tax withholding or reporting requirements (unless made to nonresident aliens). However, no amount of a scholarship made to a non-degree candidate is considered "qualified". If the payment is being made and the recipient is required to perform some additional service as a condition to receive the award, then the payment represents another situation where it is not considered to be a "qualified" payment. Scholarship payments that are not considered to be "qualified" payments should be reported to APWA so that we can forward this information to the IRS on form 1099-MISC.

For each individual who receives at least \$600 as outlined above, APWA requires the following information:

- name
- social security number
- home address (including city, state, zip)
- total amount paid
- description of services provided, expenses paid
- expense insurance and travel expenses (or per diem)

Contributions

Anyone can contribute to a Chapter of APWA. The APWA is a 501(c) (3) organization and as such can accept tax deductible contributions. Both individuals and organizations, members and nonmembers alike, are encouraged to support APWA and its Chapters. It is important to note that if the contributor is an individual, that individual's name can be listed as a "supporter," in the Chapter newsletter or magazine however, the individual's company cannot be listed. If a company is making the contribution, that company cannot be acknowledged for their contribution or sponsorship in the Chapter newsletter or magazine.

Cash contributions of \$250 or more: A written acknowledgement from the Chapter must be provided to the contributing party for all cash contributions of \$250 or more. The Chapter's acknowledgement must include

- (1) the amount of the contribution;
- (2) a statement whether APWA or the chapter gave the contributing party any goods or services as a result of their contribution; and,
- (3) a description and good faith estimate of the value of any goods or services provided to the contributing party in exchange for their contribution. Contributions, Sponsorships or Grants of \$5,000 or more: APWA is required to report specific information to the IRS regarding contributions, sponsorships or grants of \$5,000 or more. If your Chapter/Branch has received a payment during the fiscal year that meets this dollar threshold, please contact the APWA Chapter Administrator

Unrelated Business Income

APWA is required by the IRS to report all unrelated business income and related expenses and is liable for income tax on the net income from those activities. Under IRS regulations, revenue sources such as advertising, label sales and leases or rental income are considered taxable income. In order to reduce our tax liability, APWA needs to also identify the costs associated with generating the revenue. Therefore, all Chapters are required to report to APWA at the end of each fiscal year all unrelated business income and expenses.

If the Chapter acknowledges a company for a contribution in their newsletter, the entire payment is considered advertising income per IRS regulations. The payment becomes taxable income to the Chapter and does not qualify as a charitable donation by the company.

If your Chapter has generated any unrelated business income during the fiscal year, please contact the APWA Chapter Financial Specialist for more information on how to properly capture and report revenues and expenses.

Endowment Funds

Many Chapters have established an endowment fund for the purpose of funding an educational scholarship program or are interested in doing so in the future. There are significantly different accounting principles that apply to endowment funds depending upon whether the Chapter established the fund with existing Chapter assets (designate) or solicited funds (restricted) from the public for the endowment fund and whether the Chapter is administering the fund or has set up the fund with a community (or private) foundation. Any Chapter wishing to establish an endowment fund should contact the APWA Director of Finance for direction. Any contracts related to the establishment of an endowment fund with an outside party should be submitted to the APWA Director of Finance **before** the contract is signed to ensure that all custodial and fiduciary roles are properly outlined.

Use of APWA and Other Logos

APWA maintains control over the use of the APWA and other logos in any format. Use of logos is subject to the written approval of the APWA Executive Director. Guidelines for use of the APWA logo are available on the APWA website.

APPENDIX

APWA Organizational Chart
APWA Strategic Plan
APWA House of Delegates Mission
Standards of Professional Conduct
Installation Ceremony for Chapter Officers
Oath of Office for Chapter and/or Branch Officers
Bylaws of the APWA
Arizona Chapter Bylaws
Administrator Contract
Cash Handling Policy-Procedure
Chapter Reimbursement Policy
Southern Arizona Branch Bylaws
Northern Arizona Branch Bylaws
Northern Arizona Bylaws Approved Draft Changes