Membership Service Criteria

1. Mission Statement: Each Division shall develop a mission statement, which defines the Division’s core function(s) or purpose(s). All activities of the Division should relate to this mission statement.

2. Annual Work Plan: Each Division shall prepare an Annual Work Plan, which identifies specific quantifiable goals for the coming year, based on the mission statement, surveys or assessments of members’ needs or interests, and Division Performance Criteria established by the Divisions Council. This Work Plan can be a listing of goals and objectives, much of which correspond to these criteria.

3. Communications: Each Division shall communicate with its members on a regular basis. These communications may include any combination of the following:
   a. Newsletter, electronic email blasting, or other substantial communication tools shall be sent to members and posted on the division web pages. Substantial communications shall include original content and be delivered at least four times a year, or equivalent in content. Examples of original content may include technical articles, member spotlights, research pieces, and conference summaries.
   b. Web site, maintained on a monthly basis (maintenance involves checking the web site for accuracy and currency as well as entering new information or announcements).
   c. Membership surveys shall be distributed by email to the Division membership via web-based survey application no less than every two years.

Election materials and conference sessions shall not be treated as “communications” for the purposes of meeting this requirement.

4. Annual National Planning Conference Responsibilities: Each Division shall:
   a. ensure Division representation in conference track session review, evaluation, selection and endorsements (including, but not limited to: general sessions, facilitated discussions, mobile workshops), as part of the annual call for conference session evaluators;
   b. hold an annual business meeting, conducted pursuant to the bylaws of the Division; and
   c. staff the Divisions Council booth, Career Zone, or other venue that promotes Divisions (as needed), and at the direction of the Divisions Council Executive Committee.

5. Fall Policy Conference (and Leadership Meetings): Volunteer/provide a Division member (as needed and requested by Divisions Council Executive Committee) to represent and promote Divisions during peak registration periods at the conference registration station. Because fewer volunteers are needed at Fall Policy Conference than at NPC, for performance purposes this volunteer requirement may be substituted for the NPC staffing requirement if requested by the DCEC.
6. Outreach: Engage in outreach activities to involve Division members in policy and program development and to solicit volunteers to support Division activities. This shall include students and young professionals: Demonstrate that the Division has performed via e-communication, newsletter message, program development, survey, joint endeavor or social event—one annually—an onboarding/welcome to students and young professionals, or provide support/engage in an event or initiative generated by students/young professionals.

Operational Criteria

1. Membership: Each Division shall maintain at least 300 paid members for two out of every three years. [Note: Divisions formed prior to October 2008 have been ‘grandfathered’ in and are not subject to the 300 member minimum.]

2. Elections: Each Division shall hold elections to fill each officer position, in accordance with the Division’s specific bylaws, but not less often than every two years.


   a. Policies:
      o Division funds shall be used to deliver member services, develop work products of value to members (division or APA overall), cover operating expenses, and other activities as may be required to support APA and/or meet performance criteria consistent with a division’s work plan.

      o Adopted work plans, budgets, and financial reports shall be provided to members, at least annually, posted on the division’s website and notice of such advertised in other division communication.

      o Individual division dues-generated account balances shall not exceed the total of the previous two years’ rebates.

      o Divisions having programs or activities that generate funds beyond members’ dues can set such funds aside for future use, as allowed by APA National.

      o Divisions shall do the following regarding all division funds and revenue:

         • Document the connection between its activities and its funds and revenue in its Annual Work Plan
         • Disclose to members its plans to use division funds and revenue through distribution of its proposed Annual Work Plan and Budget
         • Demonstrate progress towards implementation of the Annual Work Plan as part of the division performance review process and Annual Report to members

      o The APA Executive Director, or his or her designee, shall be signers on all division accounts.

   b. Responsibility: Each Division shall develop procedures to administer and manage division funds in compliance with all Divisions Council Policies and Procedures; shall strive to use their funds responsibly, not depleting all of their financial resources at any given time or maintaining large uncommitted balances in their treasuries.
c. **Reporting:**
   i. **Review Process**: The report shall include the identification of all sources of income as well as expenditures. For the Annual Reporting process, a copy of each Division's Financial Report will be made available to the Divisions Staff Liaison.
   ii. Divisions will demonstrate their consistency with these policies to the Divisions Council Executive Committee as part of the annual division performance review process; e.g., treasurer's report, annual work plan, and proposed budget.

4. **Bylaws**: Divisions shall operate under a current set of bylaws. Divisions shall review their bylaws biennially and update as needed. Model bylaws are available from staff upon request.

5. **Divisions Council Meetings**: The Division Chair, or approved proxy, is to attend the annual meeting and the fall leadership meeting.

   In the event the Division Chair is unable to attend a meeting, a proxy letter/ statement shall be transmitted to the Divisions Council Chair prior to the meeting. This letter or email allows the proxy delegate to vote on all matters before the Council and conduct all Division Council business that the Division Chair would otherwise conduct.

6. **Annual Report**: Each Division shall provide a written report to the Division members, Divisions Council, and APA Board of Directors concerning Division programs, service performance, and budget, as well as reporting on APA staff services to the Division. This report shall be prepared and submitted as described in the Performance Review Process below.

7. **Governance**: Each Division shall be governed with full consultation among Division officers as identified in the Division by-laws.

**National APA Coordination Criteria**

1. **Policy Issues**: Respond to requests for advice or assistance from the APA staff on policy matters relating to the Division’s particular sector of interest or expertise.

2. **Mobile Workshops**: A Division may propose one or more mobile workshops at a National conference or be requested to assist national APA or the Local Host Committee in conducting one or more mobile workshops.

3. **Research**: As requested, identify Division volunteers to assist in research efforts, such as serving as a PAS Report Peer Reviewer.

4. **Educational Session**: Demonstrate an effort to initiate/create, support, or endorse an educational session annually—AICP CM, if possible—from within the Division or done jointly with another Division or body (either by webinar or panel/event) on a topic related to the Division’s particular sector of interest or expertise.

**Division Performance Review (Benchmarking) Process**

Divisions Council (DC) Executive Committee shall be responsible for the review of Division performance, reporting to national APA the results on an annual basis. The Vice-Chair of the DC shall be responsible for completing the Review Process, although other members of the Executive Committee may be identified to assist. The national APA Divisions Liaison will participate in all stages of the review process.
1. The DC shall request an annual report from each Division at the Fall Leadership Meeting for submission by November 15th of that year, to report on the previous fiscal year. The report should include:
   a. accomplishments and activities of past year;
   b. plans (Work Plan and budget) for the coming year;
   c. financial reports for the fiscal year (October 1 to September 30) ending nearest to the date of the request; and
   d. demonstration of conformance with all adopted Division Policies.

2. The APA Divisions Staff Liaison and the DC Vice-Chair shall review all materials for compliance with the Divisions Performance Criteria.

3. Division performance will be evaluated for compliance based on the approved Division Performance Criteria, with one of the following results.

   **Meets All Criteria:** A letter will be sent to the Division Chair commending the Division on their past year’s performance.

   **Meets Most Criteria:** A letter will be sent to the Division Chair, identifying the areas where performance needs improvement. The DC will offer assistance to the Division. The expectation is that performance will improve within the next year.

   **Criteria Not Met:** A Remedial Action Plan is Required: A letter will be sent to the Division informing them that they did not meet a substantial number of the performance criteria, and that actions must be taken to improve in the coming year. The Vice-Chair of the DC will offer to assist the Division develop a one-year Remedial Action Plan to address all issues identified or provide other assistance as needed, such as assisting in holding an election for new officers.

   After the division has had an opportunity to work with the DC Vice-Chair and Divisions Staff Liaison to develop and implement their Remedial Action Plan, the Divisions Council shall re-evaluate Division performance. This re-evaluation will be conducted at the request of the Division or during the next annual review process. At such time, the Division will be notified of one of the following:

   **Remedial Action Plan Succeeded in Improving Performance:** The Division will be notified that Division performance had improved sufficiently to return to the routine performance review process. The Division shall be commended for making such improvements.

   **Remedial Action Plan Failed to Improve Performance:** The Division will be notified that the Remedial Action Plan has failed in improving Division performance and that further action must be taken. The DC Vice-Chair will ask that the issue be placed on the agenda for the next scheduled DC meeting. The DC, with assistance from the Divisions Staff Liaison, will take one of the following actions based on the problems identified:
   - Identify key Division members and assist in holding an election for new officers; and/or
   - Assume stewardship of the Division’s rebates in the coming year to guide their budget process.

   The Division will have one additional year to improve performance before the issue is taken to the APA Board of Directors. If sufficient progress has not been made within one year, the DC will ask the Board to place the issue on their
agenda. One option under consideration will be disbanding the Division unless evidence is presented to indicate performance can be improved.

4. The Divisions Council Chair will notify the APA Board of Directors of those divisions deserving recognition for their benchmarking reports.

5. The Divisions Council Executive Committee will notify the members of division leaders’ failure to submit a complete Annual Performance Benchmarking Report as required.

**Change of Division Status**

1. A division’s Executive Committee members, through proper vote and consultation with its membership, may request dissolution, change in status, or merger with another division.

2. The DC Executive Committee will consult with the Executive Committee of any division that has become inactive as evidenced by declining members, vacant officer positions, and lack of regular activities over a period of time, as determined through the annual review by the DC Executive Committee, and will determine the needed actions which may include steps towards revitalization, merger, change of status, or dissolution.

3. The APA Board of Directors, upon the recommendation of the DC Executive Committee, can approve dissolution of a division failing to meet minimum performance criteria or to conform to policies guiding divisions approved by the Divisions Council including minimum membership levels.

4. Any division formed after October 2008 failing to reach 300 paid members within three years from the date of formation shall revert to interest group, network or section status, and wait one year before re-applying for division status.

**Emergency Procedures**

If any members of a Division Executive Committee engage in financial misconduct or violation of applicable law, the Executive Committee of the Divisions Council (in consultation with the division’s other EC members and APA Leadership Affairs Coordinator) will take necessary actions to protect the interests of the division in question and APA generally.