

ADMINISTRATIVE PERSONNEL ASSOCIATION RESTRUCTURING TASK FORCE

MAY 15, 2018

WHO WE ARE

At the June 1, 2017 National Council Meeting in Las Vegas, Nevada, a Restructuring Task Force was formed. Appointed by National President, Angie Palmer, the task force was to have six members, including the National President-Elect.

The members of the Task Force are Nancy Fine, Southeast Region (Moderator); Denise Cerince, Pacific Region; Bobbi Hoffman, Rocky Mountain Region (ex-officio); Annette Houtz, Southeast Region; Shelly Ryan, Southwest Region; and Carol Wetzel, Heartland Region (Secretary). Combined, the members of the Task Force have 86 years of membership in the APA and all have held Officer positions; either Regionally or Regionally and Nationally.

OUR TASK

The Task Force was charged with looking at several options to restructure the Administrative Personnel Association and present a report by May 15, 2018. The options to be examined involved dissolving the current regional structure of the APA and replacing it with:

- Chapter Structure with membership held at the national level
- National Board of Directors

OUR PROCESS

In early August 2017, Bobbi Hoffman called our first meeting. Since that time, we have met regularly with specific focuses to help us gain a better understanding of how each of these structures would work for APA. Each of us has continued to keep APA in our prayers and asked God to help us discern what he sees for APA's future.

STATISTICS

Initially, we did an in depth review of our current statistics, reviewing maps of where our members are located with designations of their membership category (Active, Affiliate, Retired, and Life Member). We also examined their work setting based on employer, as well as the positions held by job title.

The next statistic that the Task Force reviewed were those who had attended Regional and National conferences over the last several years. We examined this data relative to the location of the National Conference. Additionally, we reviewed the current membership statistics.

The Task Force felt that by examining statistics relative to the current structure, we would gain a better understanding of how to proceed in light of the duty we were charged with.

STRUCTURE INVESTIGATION

The Task Force then did extensive research on other organizations whose structure was based on one of the two options. We examined documents, including bylaws, of other associations, taking careful consideration of other organizations who provide training and certification.

Taking each option individually, we had discussions about the pros and cons of each type of structure. Our discussions included how each of the structures would work relative to the mission of the APA.

INTERIM REPORT TO THE NATIONAL EXECUTIVE BOARD

Over the first three months of the process, the Task Force found that they had several questions and wanted clarification from the National Executive Board. They worked on composing a status report for consideration by the National Executive Board in early November and requested a response by the end of 2017.

VISIONS

Over the holiday break, the Task Force was not idle. Each member was asked to write up how they envisioned the structure of APA would look under each of the options. Due in early January, those visions were compiled and a discussion was held about the results, helping the Task Force to have a clearer understanding of how each structure would look.

QUESTIONNAIRE TO MEMBERS

In January, the Task Force designed a questionnaire to be sent to all current members of the APA. 93 responses were received and the responses were compiled and examined by the Task Force.

DOCUMENTATION

Realizing that if the Task Force was to fulfill its mission of providing options to the body by May 15, 2018, a written report may not provide enough substance for the membership to make an informed decision. Therefore, they worked on writing their visions of Bylaws and Guidelines for each of the options which are included in the back of this report. The differences between the two sets of documents are highlighted to help distinguish the differences between the two.

CONCLUSION

This Task Force has worked tirelessly and diligently since August 2017 to make sure that they did their best to serve the members of the Administrative Personnel Association. Discussions were thorough and sometimes difficult. However, at the end, the Task Force realized that they are not decision makers, but option makers.

We thank you for trusting us to do our due diligence on behalf of all the members of the APA. We have done this out of our love for this great association.

CHAPTER STRUCTURE KEY POINTS

- All membership would be held at the National level with members paying dues
- Geographical representation would be required for National Members-at-Large, and all National Committees
- Chapters could be formed if 10 or more members requested formation to the national association
- Members could be affiliated with multiple chapters, or no chapter
- Chapters could include, but are not limited to:
 - Local chapter (within 100 miles of each other)
 - Financial chapter
 - Theological chapter
 - Polity chapter
 - Administrative chapter
 - Small church chapter (under 200 members)
 - Large church chapter (over 800 members)
- Chapters could set their own fee structure in addition to national membership dues
- Chapters could host one conference per year

BOARD OF DIRECTORS KEY POINTS

- All membership would be held at the National level with members paying dues
- Geographical representation would be required for National Members-at-Large, and all National Committees
- Annual Conference would be held at the National level

**ADMINISTRATIVE PERSONNEL ASSOCIATION
PRESBYTERIAN CHURCH (U.S.A.)
BYLAWS – DRAFT – WITH CHAPTERS**

ARTICLE I – NAME AND AFFILIATION

The name of this organization shall be the Administrative Personnel Association, Presbyterian Church (U.S.A.). This organization is closely affiliated with the Presbyterian Church (U.S.A.).

ARTICLE II – OBJECTIVE

The objective and purpose shall be to provide a supportive organization for promoting continuing education, individual growth, communication, and fellowship for its members; to deepen and strengthen lives spiritually and professionally, and to work for the mission of the church universal.

ARTICLE III – MEMBERSHIP

A. Eligibility

All persons engaged in administrative work in any local church or church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.), A Covenant Order of Evangelical Presbyterians, or those denominations with which we have communion.

B. Classification of Membership

Active Member – Persons engaged in positions, listed above, whose dues are paid annually. May vote and hold office. To vote at either a business meeting, an Executive Board meeting, and/or committee meeting dues must be current.

Affiliate Member – May be issued to a member of APA who has been engaged in administrative work in a local church, church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.) for a minimum of five (5) years and is no longer employed due to a life-changing event. Must pay dues. May vote and hold office. To vote at either a business meeting, an Executive Board meeting, and/or a committee meeting dues must be current.

Inquirer – An inquirer may attend any conference or continuing education event in a given year without paying dues and without receiving credit toward certification. Course hours accumulated will be kept on file for one (1) year from the date taken. Within that year, if the inquirer becomes a member, those hours will count toward certification, as long as membership dues and certification fees have been paid.

Life Member – May be issued at the request of any member to any member upon retirement from administrative work in any local church or church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.), who has been a member in good standing of the Administrative Personnel Association for at least ten (10) years and served as a national officer (President, Secretary, Treasurer, Membership Committee Chair, Certification Committee Chair, and Conference Planning Committee Chair). May vote. If in an elected office, may complete the current term. Payment of dues is not required.

Retired Member – A retired member is a member who automatically qualifies upon retirement. May vote. If in an elected office, may complete the current term. Payment of dues will be at fifty (50) percent of the stipulated dues.

Organizational Member – Churches, presbyteries, synods, and related institutions or agencies may hold membership. These organizations may send representatives to conferences. The representatives may not vote or hold elected/appointed office. Certification is not applicable. Staff members of these organizations must hold individual membership in their own name to apply for certification.

*NOTE – Should either an Honorary Life Member or a Retired Member return to the workforce with the Presbyterian Church (U.S.A.) for twenty (20) hours per week or more, and wish to participate in APA as a voting, dues paying active member, and wish the privilege of holding an elected office, a letter stating such should be sent to the membership chair and the president. They will be restored to active membership. When the member retires permanently, a letter stating such should be sent to the membership chair and the president.

ARTICLE IV – DUES

With the exception of life members, all other members will be assessed dues on a calendar basis, in an amount determined by the Executive Board, and passed by the Organization during the annual business meeting. Dues will be reviewed annually. Dues must be current in order to be eligible to vote at the annual business meeting. Members whose dues are delinquent after that date will be notified by the Membership Committee chairperson. New members that join after November 1st, their membership fee will carry over for the following year's membership.

Membership is held at the national level. However, chapters may assess a chapter fee, and those fees will be in addition to the organization dues and will be sent directly to the chapter's treasurer.

ARTICLE V – OFFICERS

A. Officers

Elected officers of the organization shall be:

- President
- President-Elect
- Treasurer
- Secretary

Appointed officers of the organization shall be:

- Membership Committee Chair
- Certification Committee Chair
- Conference Planning Committee Chair

B. Terms of Office

The office of President is a four (4) year term

- First and second year President-Elect
- Third and fourth year President

The President shall not be re-elected to a second term unless he/she has been vacant from the position for eight (8) years. President is elected in even years.

The Secretary and Treasurer shall each serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again this person must have been vacant from the position for at least four (4) years. Secretary and Treasurer are elected in odd years.

The Membership Chair, Certification Chair, and Conference Planning Committee Chair shall each serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again this person must have been vacant from the position for at least four (4) years. Chairs are appointed by the President in even years.

Members can only serve one (1) elected officer position.

C. Elections

The Nominating Committee shall advertise nominations that are to be filled and receive applications. Elections will be held during the annual business meeting held at the annual conference. All officers take office at the conclusion of the conference.

D. Vacancy – Un-expired Term

If the President resigns, the President-Elect shall become President for the unfulfilled term. If the unfulfilled term is more than half of the current term, the new President will not fulfill the next term. If the unfulfilled term is less than half of the current term, the new President may be the President for the new term.

The President-Elect position will automatically become vacated (if the person becomes President due to a resignation) and the Executive Board will appoint an interim until the position can be filled at the next annual business meeting. If the unfulfilled term is more than half of the current term, the appointed President-Elect will not fulfill the next term. If the unfulfilled term is less than half of the current term, the appointed President-Elect may be one of the nominees for the next President-Elect.

If a vacancy occurs in the office of Secretary or Treasurer, the President shall appoint a person as interim to finish out the current term. If the unfulfilled term is more than half of the current term, the term will be considered one (1) term. If the unfulfilled term is less than half of the current term, the Secretary or Treasurer will be able to be elected for two (2) more terms.

If a vacancy in the office of Membership Chair, Certification Chair, or Conference Planning Chair, the President shall appoint a person as interim to finish out the current term. If the unfulfilled term is more than half of the current term, the term will be considered one (1) term. If the unfulfilled term is less than half of the current term, the chair will be able to be appointed for two (2) more terms.

E. Removal from Office

Any officer or committee chair may be removed from office for failure to execute the duties and responsibilities of the position or due to professional misconduct. The process may be started only upon receipt of written complaint to the President and Secretary. Details of the process may be found in the Guidelines located in the Manual of Operations.

F. Chapter Officers

Chapter officers of each chapter shall be:

- President
- Treasurer
- Secretary

The Treasurer and Secretary may be the same person upon approval of the Executive Board.

Each chapter will set terms of office (including length of each term and election schedule), but in no uncertain terms will any one (1) person hold an office for more than four (4) consecutive years in the same elected position.

Election of chapter officers will be done by the chapter as a whole. Elections will be held during an annual chapter meeting and officers will take place at the conclusion of the chapter meeting. If a vacancy occurs in the office of President, the chapter will select an interim President until the next election. The interim President may be the next President, but will not serve more than four (4) consecutive years. If a vacancy occurs in the office of Treasurer or Secretary, the President will select an interim until the next election. The interim may take the position, but will not serve more than four (4) consecutive years.

ARTICLE VI – OFFICERS’ DUTIES

A. President

- The President shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the President shall be developed into a position description by the Executive Board, which will include presiding at the conference, business meetings, and the Executive Board meetings.
- Will appoint a Certification Committee chair, a Membership Committee chair, and a Conference Planning Committee chair in even years. Will appoint these officers upon the beginning of his or her term of office or when a vacancy occurs.
- Will serve as ex-officio member of all committees except the Nominating Committee.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the corporation and their administration and all policies adopted by the Executive Board are in compliance.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

B. President-Elect

- The President-Elect shall be accountable to the Administrative Personnel Association through the Executive Board.

- The duties of the President-Elect shall be developed into a position description by the Executive Board.
- Will serve when the President is unable to serve.
- Will serve as chairperson of the Nominating Committee and the Amendments Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

C. Secretary

- The Secretary shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the Secretary shall be developed into a position description by the Executive Board.
- Will maintain, store, and preserve any and all documents as required by law and requested by the Executive Board.
- Will serve as chairperson of the Communications Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

D. Treasurer

- The Treasurer shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the Treasurer shall be developed into a position description by Executive Board.
- Will serve as chairperson of the Finance Committee.
- Will maintain, store, and preserve any and all financial documents as required by law and requested by the Executive Board.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

E. Chapter President

- The President shall be accountable to the Administrative Personnel Association through the chapter.
- The duties of the President shall be developed into a position description by the chapter.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the chapter and their administration and all policies adopted by the chapter are in compliance.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

F. Chapter Secretary

- The Secretary shall be accountable to the Administrative Personnel Association through the chapter.
- The duties of the Secretary shall be developed into a position description by the chapter.
- Will maintain, store, and preserve any and all documents as required by law and requested by the chapter.

- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

G. Chapter Treasurer

- The Treasurer shall be accountable to the Administrative Personnel Association through the chapter.
- The duties of the Treasurer shall be developed into a position description by chapter.
- Will maintain, store, and preserve any and all financial documents as required by law and requested by the chapter.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

ARTICLE VII – MEETINGS

Executive Board

A regular meeting of the Executive Board shall be held at least annually prior to the business meeting. Other meetings may be held via email and/or conference call.

Business Meeting

The business meeting of the membership shall be held annually during the conference. The membership votes on changes in dues structure, bylaws, guidelines, the election of any elected officers (President – even years; Secretary/Treasurer – odd years), the election of the Nominating Committee (even years), and the election of the at-large Executive Board members (odd years).

Special Meetings

Special meetings may be called at any time by the President with two (2) weeks notification with the exception of electronic meetings, whereas forty-eight (48) hours' notice must be given. Notice/agenda will be sent and will include the purpose and business of the special meeting. No business shall be transacted at a special meeting other than as set forth in the notice/agenda.

All special meetings may take place via conference call, electronic email, or in person according to the meeting policies in the Guidelines.

Chapter Meetings

A regular chapter meeting shall be held at least annually; meetings may be held via email and/or conference call as necessary.

Minutes

All minutes and other official records of APA are the property of APA. The Secretary is responsible for the preservation of all APA minutes.

Guidelines

The Executive Board will form Guidelines that will not contradict the governing Bylaws.

Each chapter will form Guidelines that will not contradict the governing Bylaws. Each chapter will send a copy of their Guidelines to the Secretary of the organization and send a copy each time the Guidelines are updated.

Manual of Operations

The Secretary will maintain an editable Manual of Operations to include the bylaws, guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communication policies, and conference planning policies.

Each Chapter Secretary will maintain an editable Manual of Operations to include guidelines, financial policies (if collecting dues), nominating procedures, communication policies, and conference planning policies.

Record Keeping

APA shall keep a full and accurate record of its proceedings. Minutes and all other official records are the property in perpetuity of the Administrative Personnel Association or their legal successors. The President shall make recommendation to that body for the permanent safekeeping of the body's records with the Presbyterian Historical Society.

Each Chapter Secretary will annually send their minutes and other records to the Secretary to be included in all APA records.

Quorum

A quorum shall be seventy-five (75) percent of the members present at the conference for the business meeting.

A quorum for each chapter meeting will be seventy-five (75) percent of the chapter members present at the conference for the business meeting.

ARTICLE VIII – ABSENCE

Absence from three (3) consecutive meetings during an officer's or committee person's term, without excuse, shall be considered the equivalent to a resignation by said member.

ARTICLE IX – NOMINATING COMMITTEE

A Nominating Committee of eight (8) shall be elected in the even years and will be chaired by the President-Elect.

Nominations for the Nominating Committee will be brought to the membership at the annual conference in even years by the President-Elect. Each Nominating Committee member shall serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again the person must have been vacant from the position for at least two (2) years. The new membership will begin service at the conclusion of the conference.

ARTICLE X – EXECUTIVE BOARD

The Executive Board shall be composed of the following:

- President
- President-Elect
- Treasurer
- Secretary
- Certification Committee Chair

- Membership Committee Chair
- Conference Planning Committee Chair
- Four (4) members at-large (one (1) from the East area, one (1) from the West area, one (1) from the North area, and one (1) from the South area) nominated to the membership by the Nominating Committee

All Executive Board members shall have voice and vote. Nominations for the Executive Board (at-large members) will be brought to the membership at the annual conference in odd years by the Nominating Committee. Each Executive Board at-large member shall serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again the person must have been vacant from the position for at least two (2) years. The new membership will begin service at the conclusion of the conference.

The following attendees of the Executive Board will have voice and no vote:

- Parliamentarian
- Committee vice-chairs

ARTICLE XI – COMMITTEES

The following constitutes the committees of the organization:

- Amendments Committee
- Finance Committee
- Nominating Committee
- Certification Committee
- Membership Committee
- Communications Committee
- Conference Planning Committee

Special committees may be appointed by the President as deemed necessary to carry on the work of the organization.

ARTICLE XII – LEGACIES AND GIFTS

Legacies and gifts, not specifically designated to be endowment or trust funds, may be used for the general purposes of the Corporation.

ARTICLE XIII – REVIEW/AMENDMENTS

The Guidelines are to be fully reviewed in the odd years by the Amendments Committee. Amendments must be submitted one hundred and twenty (120) days prior to the business meeting to the Amendments Committee chair (President-Elect) to be reviewed by the Amendments Committee. Guideline amendments must be sent to the APA membership sixty (60) days prior to the business meeting. It will not be mandatory that changes be made each time the Guidelines are reviewed, but it must be noted in the business meeting minutes that the Committee did the review.

Bylaw amendments must be submitted one hundred and twenty (120) days prior to the business meeting to the Amendments Committee chair (President-Elect) to be reviewed by the

Amendments Committee when needed. Bylaw amendments must be sent to the APA membership sixty (60) days prior to the business meeting.

To adopt, amend, rescind, or suspend these Bylaws a two-thirds vote is required by those eligible and in attendance at the business meeting.

ARTICLE XIV – PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and the Presbyterian Church (U.S.A.).

ARTICLE XV – DISSOLUTION CLAUSE

In the event of dissolution of the Administrative Personnel Association, Presbyterian Church (U.S.A.), (which would require a two-thirds vote of the voting membership present at a business meeting), the appropriate division of the Presbyterian Church (U.S.A.), or its successor, will become the legal owner of any assets and will be entitled to receive all benefits of said organization and will be obliged to administer the same in all respects and in accordance thereof.

In the event of dissolution of a chapter within the Administrative Personnel Association, the organization will become the legal owner of any assets and will be entitled to receive all benefits of said chapter and will be obliged to administer the same in all respects and in accordance thereof.

**ADMINISTRATIVE PERSONNEL ASSOCIATION
PRESBYTERIAN CHURCH (U.S.A.)
GUIDELINES – DRAFT – CHAPTERS**

MISSION STATEMENT

The mission of the Administrative Personnel Association is to offer opportunities for professional development and personal growth for those called by God to serve as support staff of the Presbyterian Church (U.S.A.). We accomplish this by providing continuing education events for certification and occasions for fellowship, worship, spiritual nurture, and prayer at annual conferences and local one- or two-day seminars.

THE PURPOSE

The purpose shall be to provide a supportive organization for promoting continuing education, individual growth, communication, and fellowship for its members; to deepen and strengthen lives spiritually and professionally, and to work for the mission of the church universal.

RELATIONSHIPS

APA is an association made up of those who are serving, or who have served, in an administrative capacity in the Presbyterian Church (U.S.A.), the Reformed Church in America, the Presbyterian Church in Canada, or A Covenant Order of Evangelical Presbyterians. It is related to the Presbyterian Mission Agency (PCUSA).

BOOK OF ORDER MANDATE

G-2.1101 – Forms of Certified Church Service – Persons may be certified and called to service with congregations, councils, and church-related entities, serving in staff positions. These individuals endeavor to reflect their faith through their work and to strengthen the church through their dedication. They should be encouraged by the session and presbytery to meet, or to be prepared to meet, the certification requirements of a national certifying body approved by the General Assembly. Names of those who have earned certification through a national certifying body shall be transmitted to the appropriate body of the General Assembly, which will forward them to the stated clerk of the presbyteries in which those persons labor.

G-2.1102 – Presbytery and Certified Church Service – The presbytery shall encourage sessions to make continuing education funds and time available to those seeking certification, and shall affirm the skill and dedication of these certified persons by providing a service of recognition at the time of certification. The presbytery may grant the privilege of voice at all its meetings to persons in certified church service.

TAX EXEMPT STATUS

APA, PC(USA), Inc. is a non-profit federal tax-exempt organization. All contributions to APA are tax deductible. Each region should apply for a tax-exempt status within each state of their region. Visit your state government website for information on tax exemption application.

LIMITATION OF LIABILITY INDEMNIFICATION AND INSURANCE

An officer of the Corporation shall not be personally liable for monetary damages for any action taken, or any failure to take action, unless such officer has breached or failed to perform the

duties of their office and the breach or failure to perform constitutes self-dealing, willful misconduct, or recklessness. The Corporation shall purchase and maintain insurance on behalf of each officer against any liability asserted against or incurred by such officer.

HONORARY CORPORATE CHAIRPERSON

The Honorary Corporate Chairperson is a title bestowed upon our founder, Joyce Bauer, in perpetuity with neither duties nor remunerations. Thereafter, the position will cease to be an office.

EDUCATIONAL OPPORTUNITIES

Courses are offered at the annual APA conference to further a member's certification level along with one- or two-day seminars (which may or may not be held on behalf of a local chapter). There are a vast variety of courses to be offered and the instructors for these courses are as follows:

- Teaching Elders (Ministers of Word and Sacrament)
- Certified Christian Educators
- Those with expertise in specific business-related fields
- Level III certified APA members

VOTING PROCEDURES OF THE ORGANIZATION

The Executive Board will vote on items prior to being brought to the membership for information at the annual business meeting, including but not limited to the annual budget, conference dates, and conference locations.

The Executive Board will make recommendations to the membership body as to dues increases, and the election of the Nominating Committee (even years).

The Executive Board will make recommendations to the membership body regarding Bylaws (if needed) and Guidelines (odd years). The Amendments committee will send the draft amended Guidelines to the Executive Board ninety (90) days before the annual meeting. The Executive Board will call a special meeting to make a recommendation to the membership on the draft amended Guidelines in order for the amendments to be sent to the APA membership sixty (60) days prior to the business meeting.

AMENDMENTS

Standard editing procedures will be used (i.e. strike-through, bold, italics, etc.) when changing official APA documents (i.e. bylaws, guidelines).

BACKGROUND CHECKS

A background check will be performed on all potential national officers by the President-Elect. Once the background check has been completed, a notation will be made in the records of APA that the search was conducted and noting the date of the search. All paper documentation will then be shredded once the notation is made in the records. If an issue arises as a result of the

search, the National President will be notified immediately for proper handling. It is a member's right to request disclosure of the nature and scope of the report.

STANDARDS OF ETHICAL CONDUCT

The Standards of Ethical Conduct will be required and included with the membership registration for new and existing membership.

EXECUTIVE BOARD DUTIES

- Will meet face-to-face annually at the annual conference and via email and/or conference call as needed
- Will recommend all changes to the Guidelines (through the Amendments Committee) to the membership (odd years).
- Will recommend all changes to the Bylaws (through the Amendments Committee) to the membership.
- Will approve an annual budget (upon recommendation from the Finance Committee).
- Will approve the site and dates of the annual conference (upon recommendation from the Conference Planning Committee).
- Will approve the selection of courses for the annual conference (upon recommendation from the Certification Committee).
- Will provide recommendations to improve the organizational operations.
- Will recommend any dues increase/decrease to the membership (upon recommendation from the Finance Committee).
- Will recommend nominees to the Nominating Committee to the membership (even years).

COMMITTEES

Standing Committees are listed in the Bylaws of this organization. Other special committees may be appointed by the President as deemed necessary to carry on the work of the organization.

The chairperson of the Certification Committee, Membership Committee, and the Conference Planning Committee, will be appointed by the President in the even years. They shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Certification Committee, Membership Committee, and the Conference Planning Committee shall have a vice-chair who is appointed by the chair with the approval of the President. The vice-chair shall serve a two (2) year term and shall be eligible for renewal. The vice-chair shall NOT exceed serving four (4) years consecutively. The vice-chair will have voice and vote during their committee meetings and the vice-chair will serve as a member of the Executive Board in the absence of the chair. The vice-chair is classified as an attendee of the Executive Board with voice and no vote.

Vice-chairs for the Certification Committee, Membership Committee, and the Conference Planning Committee will prepare minutes of all meetings for the committee. Committees without vice-chairs will appoint one (1) person to take minutes. Committee minutes will be sent to the Secretary for recordkeeping.

The chairperson of the Amendments and Nominating Committee will be the President-Elect, the chairperson of the Communications Committee will be the Secretary, and the chairperson of the Finance Committee will be the Treasurer.

Committees will meet as needed at the annual conference at the time scheduled prior to the Executive Board meeting. Conference calls and/or email meetings throughout the year are encouraged.

The committee chairs will be responsible for communicating all recommendations to the Executive Board for their action.

Amendments Committee

The Amendments Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the President-Elect who will serve as the chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Amendments Committee is responsible for the maintenance of the Bylaws and the Guidelines. The committee is accountable to the Executive Board.

The Amendments Committee shall:

- Be responsible for the creation and maintenance of the Bylaws, which is the set of rules that guide its operations and activities (will be amended as needed).
 - Recommendations on changes to the Bylaws need to go to the Executive Board ninety (90) days prior to the annual conference for their recommendation to the membership sixty (60) days prior to the annual conference.
- Be responsible for the creation and maintenance of the Guidelines (will be reviewed in the odd years). Solicitation from membership needs to be done one hundred twenty (120) days before the annual conference.
 - Recommendations on changes to the Guidelines need to go to the Executive Board ninety (90) days prior to the annual conference for their recommendation to the membership sixty (60) days prior to the annual conference.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Finance Committee

The Finance Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the Treasurer who will serve as the chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Finance Committee is responsible for overseeing the finances of the organization and is accountable to the Executive Board. The committee is also responsible for monitoring and approving scholarship requests and for soliciting funds to support these efforts.

The Finance Committee shall:

- Monitor monthly spending and cash flow.
- Receive committee requests for budgeted items and make recommendations to the Executive Board.
- Make recommendations regarding investments of both capital and general funds.
- Keep abreast of the financial condition of the organization and be in consultation with the President and the Executive Board with any concerns.
- Recommend to the Executive Board the establishment of designated accounts are required.
- Make arrangements for an annual outside review of the books. Report findings to the Executive Board.
- Authorize the selection of three (3) signatures on the bank account signature card in consultation with the President.
- Create an annual operating budget to be recommended to the Executive Board for action.
- Be responsible for monitoring and approving scholarship requests and for soliciting funds to support these efforts.
- Review and maintain the scholarship policy and application.
- Provide financial accounting for scholarship to the Executive Board.
- Plan fundraising events for scholarship money.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Nominating Committee

The Nominating Committee shall be comprised of eight (8) members, two (2) from each area, elected in the even years and will be chaired by the President-Elect. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Nominating Committee is responsible for office elections of the organization and for the at-large members of the Executive Board.

The Nominating Committee shall:

- Advertise nominations that are to be filled and receive applications.
- Meet throughout the year (via email and/or conference call) about possible candidates to be nominated as officers.
- Prior to the annual conference the committee will select one (1) nominee per vacancy following the procedures specified in the Manual of Operations.

- Prior to the annual conference the committee will send out the name of each nominee and provide biographical information and a statement of faith to the members (thirty (30) days).
- The committee will fill any officer vacancies occurring during the year with said candidate acting as interim, until a formal election may be held.
- The committee is responsible for filling the following officer positions:
 - Office of President (includes President and President-Elect) – even years
 - Secretary and Treasurer – odd years
- The committee will nominate candidates for the member-at-large positions on the Executive Board (odd years).
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Certification Committee

The Certification Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Certification chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Certification Committee is responsible for offering educational courses that allow members to gain expertise in all fields associated with their position.

The Certification Committee shall:

- Be responsible for offering educational courses that allow members to gain expertise in all fields associated with their position.
- Regulate all courses offered by APA and is required to approve all courses.
- Review and maintain the Certification Handbook, which is included in the Manual of Operations.
- Inform the membership with any certification changes and name specific dates when the actions will take effect.
- Determine how long certified records will be kept if a member ceases to pursue certification.
- Maintain the certification records of each member.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Membership Committee

The Membership Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Membership chair. The

members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Life Member Liaison shall be appointed by the Membership Committee chair with the approval of the President in even years. The Life Member Liaison shall serve a two (2) year term and shall be eligible for renewal. The Life Member Liaison shall NOT exceed serving four (4) years consecutively.

The Membership Committee is responsible for the membership of the organization. This committee will be open to new ways of inviting members, increasing membership, and advertising membership events.

The Membership Committee shall:

- Review and maintain the membership rolls to make sure all members are in compliance.
- Work with the Treasurer to maintain accurate records of members with dues in arrears.
- Review and maintain the Membership Handbook, which is included in the Manual of Operations.
- Will provide guidance and feedback in determining the future of APA and its membership.
- Keep the email addresses updated for the ListServe.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Communications Committee

The Communications Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the Secretary will serve as chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Communications Committee works as a team to provide the organization with a professional image and in keeping the lines of communication open to our members and potential members. The committee is also responsible for all communications to members and to endeavor to promote the organization to all churches, presbyteries, and synods.

The Communications Committee shall:

- Develop a process for dissemination of information.
- Receive changes to the information that is on the website and make sure that the changes are made in a timely manner.
- Periodically review and update the website to make it visually appealing and user friendly.
- Supervise the website manager.
- Select a website host and make proposals when a new vendor is necessary and recommend to the Executive Board for final approval.

- Work with the Conference Planning Committee and offer assistance in promoting the conference and assist with the preparation of the conference brochure and registration form after having complete, timely, and accurate content from the Conference Planning Committee.
- Create fillable forms to be posted on the website.
- Take initiative to find creative ways to promote APA.
- The electronic distribution of information.
- Periodically send email blasts to members, churches, presbyteries, and synods regarding annual conferences.
- Handle all requests for emails being sent to the current ListServe
- Appoint “managers” for the emails being sent to the current ListServ.
- Will maintain the Manual of Operations to include the Bylaws, Guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communication policies, and conference planning policies.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Conference Planning Committee

The Conference Planning Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Conference Planning Committee chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Conference Planning Committee is responsible for consistency in conference planning.

The Conference Planning Committee shall:

- Be responsible for the planning and organizing of the conference two (2) years in advance.
- Maintain consistency in conference planning.
- Prepare a written recommendation to the Executive Board for approval of the location and dates of the conferences.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Maintain a list of previous locations of conferences.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Committee Policies

All policies from any committees will need to be approved by the Executive Board.

STANDARDS OF ETHICAL CONDUCT

Standards of Ethical Conduct

As a member of the Administrative Personnel Association, I commit myself to the following standards of ethical conduct.

- Spiritual commitment to Jesus Christ and regard my work as a Christian vocation.
- Recognize the need for continuing professional education and training.
- Be knowledgeable of the governing documents of the association and be committed to the mission of the association by:
 - Upholding the bylaws, policies, and procedures of APA and when in disagreement, follow defined procedures for recommending changes.
 - Communicate in a timely manner.
 - Participate with other colleagues in organized efforts to share new knowledge and development in professional practices.
 - Show professionalism to all those with whom I make contact on behalf of the association.
- Maintain a pleasant attitude in meeting and communication with people, treating each person as a child of God by:
 - Show respect for each other, the chair, work of committees and the voice of the majority
 - Refrain from personal attacks or embarrassing comments
 - Listen and respect all viewpoints
 - Focus on issues rather than personalities
 - Refrain from gossip and abusive speech
 - Be trustworthy with confidential information

Failure to comply with the standards outlined herein will be subject to disciplinary action as outlined below.

Violation of the Standards of Ethical Conduct

If an APA member is in violation of the Standards of Ethical Conduct, a written grievance should be submitted to the Executive Board.

The Executive Board will determine from the facts presented if the investigation of the grievance should go any farther. If a decision is made to proceed, all parties involved, including the person or persons about whom the grievance has been leveled, will be given an opportunity to respond to the charges. The case will then go before the Executive Board to determine if any disciplinary action is required.

A copy of any written correspondence pertaining to this action will be kept in the files of the President and the Secretary.

The outcome of the decision on the grievance will be communicated in writing by the President to the member submitted the grievance as well as to the person or persons about whom the grievance was filed.

Following the dispensation of the case, every effort will be made by the Council to restore a peaceful, loving, and forgiving relationship among all parties involved in the case. Further it should be noted that no discussion of the case by the parties involved – particularly those ruling on the disciplinary action – will be held outside the confines of the Executive Board meeting(s).

GROUP EMAIL POLICY

The group email managers are responsible for approving messages before they are disseminated to the membership and potential members. Emails are approved or rejected based on content. Potential members are allowed membership based on the status of their APA membership dues. Only current members of APA are allowed access to the group emails.

Types of emails *allowed*:

- Prayer requests
- Job searches or job opportunities pertaining to churches that have current members on staff, or from members that are current members (i.e., not emails from a member trying to find a friend a job)
- Emails from members of the Executive Board (except joke forwards)
- Emails about upcoming annual conference and/or one- or two-day seminars, updates to the website, etc.
- Other emails at the discretion of the President/Executive Board.

Types of emails *NOT allowed*:

- Forwarding of jokes
- Chain letters
- Information that is not substantiated such as emails about viruses that have not been verified, or security issues that are “urban legends”

The Communications Committee is responsible for updating the list of members when changes to email addresses are submitted. The Communications Committee will send email updates and new member email addresses upon reception.

POSITION DESCRIPTIONS

President

The office of President is a four (4) year term to include two (2) years as President-Elect and two (2) years as President.

- The President shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will appoint a Certification Committee chair, a Membership Committee chair, and a Conference Planning Committee chair in even years. Will appoint these officers upon the beginning of his or her term of office or when a vacancy occurs (within thirty (30) days of vacancy).
- Will serve as ex-officio member of all committees except the Nominating Committee.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the corporation and their administration and all policies adopted by the Executive Board are in compliance.

- Will comply to the APA Standard Ethical Conduct Policy.
- Will chair the Executive Board.
- Will chair the annual business meeting.
- Will maintain regular communication with the Executive Board.
- Will promote the organization whenever and wherever possible.
- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the national conference where the national business meeting will be conducted.
- Will appoint a parliamentarian as needed for the annual national business meeting.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.

It is recommended that the President:

- Create a common purpose that will mobilize people and coordinate efforts to build trust among the Executive Board and the membership.
- Create a strong, resilient organization.
- Guide the energy of the organization inspiring leadership to contribute with their minds and heart to move the organization forward.
- Promote constant innovation.
- Cultivate an appreciation of people's difference and create a culture of mutual respect.
- Pay close attention to people's talents and strengths to foster and grown the organization's committee structure.
- Encourage independent, challenging thinking.
- Facilitate a high level of ethics; making decisions on deep-stated principles.
- Foster a sense of "community" with mutual commitment and a high level of performance within committees and the membership.

President-Elect

The office of President is a four (4) year term to include two (2) years as President-Elect and two (2) years as President. The office of President is elected in even years.

- The President-Elect shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve when the President is unable to serve.
- Will serve as chairperson of the Nominating Committee and the Amendments Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will perform background checks on all potential officers.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will work closely with the President.
- Will follow up on outstanding items of business.

- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the national conference where the national business meeting will be conducted.
- Will update and submit the Executive Board list to all members of the Executive Board and the website manager following the annual conference.
- Will request and follow up on quarterly status reports (from the President, Amendments Committee, Nominating Committee, Communications Committee, Finance Committee, Membership Committee, Certification Committee, and Conference Planning Committee) which are due January 15, April 15, July 15, and October 15 to the Executive Board.

Secretary

The Secretary shall serve a one (1) two (2) year term and shall be eligible for a second term. The Secretary is elected in odd years.

- The Secretary shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will maintain, store, and preserve any and all documents as required by law and requested by the Executive Board.
- Will serve as chairperson of the Communications Committee.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will record minutes for ALL APA meetings to include Executive Board meetings and the annual business meeting, and will include any financial reports or discussions in the minutes.
- Will distribute minutes within thirty (30) days of the meeting to the Executive Board, and when appropriate, the membership.
- Will post the minutes of the Executive Board meeting and the annual business meetings onto the website within thirty (30) days of the end of the conference.
- Will work with and handle any correspondence as requested by the President.
- Will maintain the Manual of operations to include the Bylaws, Guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communications policies, and conference planning policies.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will receive all chapter's minutes yearly.

Treasurer

The Treasurer shall serve a one (1) two (2) year term and shall be eligible for a second term. The Treasurer is elected in odd years.

- The Treasurer shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Finance Committee.
- Will maintain, store, and preserve all financial documents as required by law and requested by the Executive Board.
- Will comply to the APA Standard Ethical Conduct Policy.

- Shall receive and appropriately disburse funds within thirty (30) business days of request.
- Will work with and provide any financial reports as requested by the President.
- Will work with the Finance Committee to develop an annual budget and present to the Executive Board for approval (to be distributed to the Executive Board thirty (30) days before annual meeting).
- Will strive to develop a balanced budget with a contingency plan for expenditures that exceed amounts budgeted, to be presented during the national business meeting.
- Will make all deposits and disbursements for APA using appropriate accounts.
- Will issue checks for approved budgeted expenses and accompanied by authorized check request and substantiating invoices/receipts.
- Will send/email copies of membership renewal forms and certification forms to the Membership Chair and Certification Chair when received.
- Will track accounts and funds using appropriate accounting software.
- Will complete and send IRS Form 990 by required deadline annually.
- Will prepare year-end balance sheet, income and expense report, and budget report.
- Will arrange for yearly outside audit and submit report to the Executive Board at the annual conference.
- Will send approved budget for distribution to membership upon request.
- Will keep abreast of the financial condition of the organization and be in consultation with the President and Executive Board with any concerns.
- Will keep current the three (3) signatures on the APA bank account signature card. A card with the new President's signature will be obtained in the city of the annual conference immediately following the election of the President-Elect. Authorize the selection of three (3) signatures on the APA bank account signature card. This will be done in the city of the annual conference immediately following the election of the President-Elect.
- Will receive committee requests for budgeted items.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will work with the Conference Planning Committee Chair to facilitate an effective procedure in accurately collecting registration and associated fees for the annual conference.
- Will report quarterly on the donations to the Scholarship fund and send acknowledgment to donors.
- Make recommendations regarding investments to both capital and general funds.
- Will ensure that restricted funds should be kept restricted for the purpose for which they are given (such as, Scholarship).

When a new treasurer is elected, a period of eight (8) weeks will be allowed for the transition to allow time for an audit to be performed prior to the transition.

Certification Committee Chair

The Certification Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Certification Committee Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as the chairperson of the Certification Committee.
- Will appoint a vice-chair to work with the Certification Committee. This vice-chair will be a member of the Certification Committee.
- Will maintain the certification records.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Membership Committee Chair

The Membership Committee Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Membership Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Membership Committee.
- Will appoint a vice-chair to work with the Membership Committee. This vice-chair will be a member of the Membership Committee.
- Will look for innovative ways to recruit new members and maintain existing membership.
- Will be an advocate for members of APA.
- Will work with the Treasurer to maintain accurate records of members with dues in arrears.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Conference Planning Committee Chair

The Conference Planning Committee Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Conference Planning Committee Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Conference Planning Committee.
- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the annual conference and the hotel site visit (if deemed necessary).
- Will work closely with the President to ensure all requests are incorporated into the event and in planning process.
- Will prepare a budget for review and approval of the Executive Board.
- Will prepare request for proposals for hotels of future conference sites.
- Will select meals and entertainment for the conference.
- Will work with the hotel staff to ensure a pleasurable event for conference attendees.
- Will work with the Treasurer in filing for tax exemption of future conference sites.

- Will stay within the legal confines of the contract at all times and not jeopardize the organization by breaching the contract.
- Will manage all conference expenses by providing signoff for the Treasurer to pay.
- Will provide the Treasurer with a copy of all signed contracts.
- Will recommend to the Executive Board increases in the conference registration fee.
- Will work with the Treasurer to facilitate an effective procedure in accurately collecting registration and associated fees for the national conference.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Service of Installation of Newly Elected Officers

Outgoing President: As Outgoing President of the Administrative Personnel Association, it is my duty and privilege to administer the oath to these newly elected officers. In Paul's letter to the Corinthians, he said, "There are different kinds of gifts. But it is the same Holy Spirit who gives them. There are different kinds of work to be done for Him. But the work is for the same Lord. There are different ways of doing His work, but it is the same God who uses all these in all people. The Holy Spirit works in each person in one way or another for the good of all God gives to each person as God wants to give."

I bring (name of person/s), the membership of the Administrative Personnel Association has chosen you to serve as officer/s of this organization. You have been called and prepared by God to do God's work in the church. Are you willing to be installed as (name of office/s)? Are you?

Response: I am

Outgoing President: As an officer, do you accept the responsibility to help lead the Administrative Personnel Association and accept the opportunity to serve the Presbyterian Church (U.S.A.)? Do you?

Response: I do

Outgoing President: Will you, with the help of God, serve this organization with energy, intelligence, imagination, and love? Will you?

Response: I will

Outgoing President: (To the members) Do we accept this/these newly elected officer/s chosen by God and this membership to guide us in the upcoming year? Do we promise to encourage, respect, support, and pray for them as they carry out their duties? Do we?

Response: We do

Outgoing President: Let us pray. Gracious and Loving God, you have called us into this ministry to be ambassadors of Jesus our Savior. Let the message of reconciliation be forever in our minds. Give us patience, compassion, courage, and discipline as we walk together. May we

be examples of the rule that Jesus taught – to treat others as we would like to be treated. Guide these officers, Lord, we pray, so that whatever they do, in word or deed, it is done to the glory of God. Amen.

PRESBYTERY APA RECOGNITION CEREMONY

APA is one (1) of four (4) organizations that work through the PC(USA) to offer certification for those members who work in the Presbyterian Church (U.S.A.) and its entities. APA offers three (3) levels of certification, specialized ministry, and extended continuing education hours beyond all three (3) levels. Level one (1) requires forty (40) hours of study, level two (2) requires forty-five (45) hours of study, level three (3) requires fifty (50) hours of study and continuing education requires fifty (50) hours of study.

Our (name of presbytery) has a member of APA who has reached his/her certification in (level of certification) and our (Name of presbytery) would like to recognize his/her accomplishments today. (Ask them to come forward at this time) (Name of recipient/s) is the (job title) at (employer name). (Name of recipient/s) has reached (level of certification) in the certification process.

***Prayer** (Or you may offer your own)*

Let us pray:

Almighty God, in every age you have chosen servants to speak your Word and lead your loyal people. We thank you for (Name of Recipient/s) whom you have called to serve you as Certified Church Administrators. Give them gifts to do their particular work. Fill them with your Holy Spirit, so that they may have the same mind that was in Christ Jesus, and be a faithful disciple throughout life.

Amen

The (name of presbytery) has certified that (name of recipient/s) have met all requirements and completed all preparations prescribed in the Constitution of the Presbyterian Church (U.S.A.) for the position of Certified Church Administrator. On behalf of the (name of presbytery), I welcome you to this ministry. May God's Holy Spirit empower you in the ministry of our Lord and Savior Jesus Christ.

OPTIONAL CHAPTERS

Members may form, upon approval of the Executive Board, a chapter of APA. Chapters may include, but are not limited to the following examples:

- Local chapter (within 100 miles of each other)
- Financial chapter
- Theological chapter
- Polity chapter
- Administrative chapter
- Small church chapter (under 200 members)
- Large church chapter (over 800 members)

Forming a New Chapter

- A group of APA members who are interested in forming a new chapter should invite the administrative assistants, secretaries, receptionists, and other support staff members of churches in the local area (not just APA members) to a luncheon meeting to gauge the interest and support of creating a local chapter.
- A group of APA members meet and unanimously decide they wish to establish a new chapter (minimum of ten (10) members).
- The group shall elect officers as outlined in the Bylaws.
- The group shall decide on a name for the new chapter.
- The President of the new chapter shall write a letter to the President/Executive Board requesting the group become a new chapter.
- The President will communicate with the Chapter President the approval or disapproval of the Executive Board.
- The new chapter shall, if approved, create a set of Guidelines for the chapter within ninety (90) days of approval.
- The new chapter shall proceed, if approved, with coordinating education events with the Certification Committee chair.
- The Chapter Treasurer of the new chapter will open a bank account under the name APA PC(USA) with APA's non-profit status to maintain the finances of the chapter.

Dissolving a Chapter

In the event that a chapter should dissolve, all finances will be sent to the Treasurer of the national organization. These funds could be used, but are not limited to, scholarships for those former chapter members to attend annual conferences until the money is used up.

Conferences and Seminars

- Each chapter may host only one (1) conference per year (this conference can be in conjunction with the annual chapter meeting).
- Seminars may be held by the chapter and be one- or two-days in length.
- Seminars may be sponsored by chapters, seminaries, presbyteries, General Assembly, and/or the Board of Pensions.
- All classes must be approved by the Certification Committee chair.

CHAPTER POSITION DESCRIPTIONS

Chapter President

- The Chapter President shall be accountable to the Administrative Personnel Association through the Chapter.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the corporation and their administration and all policies adopted by the Chapter are in compliance.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will chair the annual Chapter meeting.
- Will maintain regular communication with the Executive chapter.
- Will promote the organization whenever and wherever possible.

- Will be in communication with the Certification Committee chair regarding classes offered at conferences and seminars along with informing the Certification Committee chair of classes that members have taken.

Chapter Secretary

- The Chapter Secretary shall be accountable to the Administrative Personnel Association through the Chapter.
- Will maintain, store, and preserve any and all documents as required by law and requested by the Chapter.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will record minutes for ALL meetings to include annual business meeting and any meetings conducted via email and/or conference call, and will include any financial reports or discussions in the minutes.
- Will distribute minutes within thirty (30) days of the meeting to the Chapter and to the National Secretary.
- Will work with and handle any correspondence as requested by the Chapter President.
- Will maintain the Manual of Operations to include the Guidelines, financial policies, nominating procedures, communications policies, and conference planning policies.

Chapter Treasurer

- The Chapter Treasurer shall be accountable to the Administrative Personnel Association through the Chapter.
- Will maintain, store, and preserve all financial documents as required by law and requested by the Chapter.
- Will comply to the APA Standard Ethical Conduct Policy.
- Shall receive and appropriately disburse funds within thirty (30) business days of request.
- Will work with and provide any financial reports as requested by the Chapter President.
- Will develop an annual budget and present to the Chapter for approval (to be distributed to the Chapter thirty (30) days before annual meeting).
- Will make all deposits and disbursements for the Chapter using appropriate accounts.
- Will issue checks for approved budgeted expenses and accompanied by authorized check request and substantiating invoices/receipts.
- Will track accounts and funds using appropriate accounting software.
- Will prepare year-end balance sheet, income and expense report, and budget report.
- Will keep abreast of the financial condition of the organization and be in consultation with the Chapter President and Chapter Secretary with any concerns.
- Will keep current the three (3) signatures on the APA bank account signature card (Chapter President, Chapter Secretary, Chapter Treasurer).

When a new treasurer is elected, a period of eight (8) weeks will be allowed for the transition to allow time for a financial review to be performed prior to the transition.

FOUR GEOGRAPHICAL AREAS

North	East	South	West
Alaska	Connecticut	Alabama	Arizona
Idaho	Illinois	Delaware	Arkansas
Iowa	Indiana	Florida	California
Minnesota	Maine	Georgia	Colorado
Montana	Massachusetts	Kentucky	Hawaii
Nebraska	Michigan	Mississippi	Kansas
North Dakota	New Hampshire	North Carolina	Louisiana
Oregon	New Jersey	South Carolina	Maryland
South Dakota	New York	Tennessee	Missouri
Washington	Ohio	Virginia	Nevada
Wyoming	Pennsylvania	West Virginia	New Mexico
	Rhode Island		Oklahoma
	Vermont		Texas
	Wisconsin		Utah

**ADMINISTRATIVE PERSONNEL ASSOCIATION
PRESBYTERIAN CHURCH (U.S.A.)
BYLAWS – DRAFT – NATIONAL BOARD OF DIRECTORS**

ARTICLE I – NAME AND AFFILIATION

The name of this organization shall be the Administrative Personnel Association, Presbyterian Church (U.S.A.). This organization is closely affiliated with the Presbyterian Church (U.S.A.).

ARTICLE II – OBJECTIVE

The objective and purpose shall be to provide a supportive organization for promoting continuing education, individual growth, communication, and fellowship for its members; to deepen and strengthen lives spiritually and professionally, and to work for the mission of the church universal.

ARTICLE III – MEMBERSHIP

C. Eligibility

All persons engaged in administrative work in any local church or church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.), A Covenant Order of Evangelical Presbyterians, or those denominations with which we have communion.

D. Classification of Membership

Active Member – Persons engaged in positions, listed above, whose dues are paid annually. May vote and hold office. To vote at either a business meeting, an Executive Board meeting, and/or committee meeting dues must be current.

Affiliate Member – May be issued to a member of APA who has been engaged in administrative work in a local church, church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.) for a minimum of five (5) years and is no longer employed due to a life-changing event. Must pay dues. May vote and hold office. To vote at either a business meeting, an Executive Board meeting, and/or a committee meeting dues must be current.

Inquirer – An inquirer may attend any conference or continuing education event in a given year without paying dues and without receiving credit toward certification. Course hours accumulated will be kept on file for one (1) year from the date taken. Within that year, if the inquirer becomes a member, those hours will count toward certification, as long as membership dues and certification fees have been paid.

Life Member – May be issued at the request of any member to any member upon retirement from administrative work in any local church or church-related institution, governing body, or agency of the Presbyterian Church (U.S.A.), who has been a member in good standing of the Administrative Personnel Association for at least ten (10) years and served as a national officer (President, Secretary, Treasurer, Membership Committee Chair, Certification Committee Chair, and Conference Planning Committee Chair). May vote. If in an elected office, may complete the current term. Payment of dues is not required.

Retired Member – A retired member is a member who automatically qualifies upon retirement. May vote. If in an elected office, may complete the current term. Payment of dues will be at fifty (50) percent of the stipulated dues.

Organizational Member – Churches, presbyteries, synods, and related institutions or agencies may hold membership. These organizations may send representatives to conferences. The representatives may not vote or hold elected/appointed office. Certification is not applicable. Staff members of these organizations must hold individual membership in their own name to apply for certification.

*NOTE – Should either an Honorary Life Member or a Retired Member return to the workforce with the Presbyterian Church (U.S.A.) for twenty (20) hours per week or more, and wish to participate in APA as a voting, dues paying active member, and wish the privilege of holding an elected office, a letter stating such should be sent to the membership chair and the president. They will be restored to active membership. When the member retires permanently, a letter stating such should be sent to the membership chair and the president.

ARTICLE IV – DUES

With the exception of life members, all other members will be assessed dues on a calendar basis, in an amount determined by the Executive Board, and passed by the Organization during the annual business meeting. Dues will be reviewed annually. Dues must be current in order to be eligible to vote at the annual business meeting. Members whose dues are delinquent after that date will be notified by the Membership Committee chairperson. New members that join after November 1st, their membership fee will carry over for the following year's membership.

ARTICLE V – OFFICERS

G. Officers

Elected officers of the organization shall be:

- President
- President-Elect
- Treasurer
- Secretary

Appointed officers of the organization shall be:

- Membership Committee Chair
- Certification Committee Chair
- Conference Planning Committee Chair

H. Terms of Office

The office of President is a four (4) year term

- First and second year President-Elect
- Third and fourth year President

The President shall not be re-elected to a second term unless he/she has been vacant from the position for eight (8) years. President is elected in even years.

The Secretary and Treasurer shall each serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again this person must have been vacant from the position for at least four (4) years. Secretary and Treasurer are elected in odd years.

The Membership Chair, Certification Chair, and Conference Planning Committee Chair shall each serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again this person must have been vacant from the position for at least four (4) years. Chairs are appointed by the President in even years.

Members can only serve one (1) elected officer position.

I. Elections

The Nominating Committee shall advertise nominations that are to be filled and receive applications. Elections will be held during the annual business meeting held at the annual conference. All officers take office at the conclusion of the conference.

J. Vacancy – Un-expired Term

If the President resigns, the President-Elect shall become President for the unfulfilled term. If the unfulfilled term is more than half of the current term, the new President will not fulfill the next term. If the unfulfilled term is less than half of the current term, the new President may be the President for the new term.

The President-Elect position will automatically become vacated (if the person becomes President due to a resignation) and the Executive Board will appoint an interim until the position can be filled at the next annual business meeting. If the unfulfilled term is more than half of the current term, the appointed President-Elect will not fulfill the next term. If the unfulfilled term is less than half of the current term, the appointed President-Elect may be one of the nominees for the next President-Elect.

If a vacancy occurs in the office of Secretary or Treasurer, the President shall appoint a person as interim to finish out the current term. If the unfulfilled term is more than half of the current term, the term will be considered one (1) term. If the unfulfilled term is less than half of the current term, the Secretary or Treasurer will be able to be elected for two (2) more terms.

If a vacancy in the office of Membership Chair, Certification Chair, or Conference Planning Chair, the President shall appoint a person as interim to finish out the current term. If the unfulfilled term is more than half of the current term, the term will be considered one (1) term. If the unfulfilled term is less than half of the current term, the chair will be able to be appointed for two (2) more terms.

K. Removal from Office

Any officer or committee chair may be removed from office for failure to execute the duties and responsibilities of the position or due to professional misconduct. The process may be started only upon receipt of written complaint to the President and Secretary. Details of the process may be found in the Guidelines located in the Manual of Operations.

ARTICLE VI – OFFICERS’ DUTIES

A. President

- The President shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the President shall be developed into a position description by the Executive Board, which will include presiding at the conference, business meetings, and the Executive Board meetings.
- Will appoint a Certification Committee chair, a Membership Committee chair, and a Conference Planning Committee chair in even years. Will appoint these officers upon the beginning of his or her term of office or when a vacancy occurs.
- Will serve as ex-officio member of all committees except the Nominating Committee.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the corporation and their administration and all policies adopted by the Executive Board are in compliance.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

B. President-Elect

- The President-Elect shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the President-Elect shall be developed into a position description by the Executive Board.
- Will serve when the President is unable to serve.
- Will serve as chairperson of the Nominating Committee and the Amendments Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

C. Secretary

- The Secretary shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the Secretary shall be developed into a position description by the Executive Board.
- Will maintain, store, and preserve any and all documents as required by law and requested by the Executive Board.
- Will serve as chairperson of the Communications Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

D. Treasurer

- The Treasurer shall be accountable to the Administrative Personnel Association through the Executive Board.
- The duties of the Treasurer shall be developed into a position description by Executive Board.
- Will serve as chairperson of the Finance Committee.

- Will maintain, store, and preserve any and all financial documents as required by law and requested by the Executive Board.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.

ARTICLE VII – MEETINGS

Executive Board

A regular meeting of the Executive Board shall be held at least annually prior to the business meeting. Other meetings may be held via email and/or conference call.

Business Meeting

The business meeting of the membership shall be held annually during the conference. The membership votes on changes in dues structure, bylaws, guidelines, the election of any elected officers (President – even years; Secretary/Treasurer – odd years), the election of the Nominating Committee (even years), and the election of the at-large Executive Board members (odd years).

Special Meetings

Special meetings may be called at any time by the President with two (2) weeks notification with the exception of electronic meetings, whereas forty-eight (48) hours' notice must be given. Notice/agenda will be sent and will include the purpose and business of the special meeting. No business shall be transacted at a special meeting other than as set forth in the notice/agenda.

All special meetings may take place via conference call, electronic email, or in person according to the meeting policies in the Guidelines.

Minutes

All minutes and other official records of APA are the property of APA. The Secretary is responsible for the preservation of all APA minutes.

Guidelines

The Executive Board will form Guidelines that will not contradict the governing Bylaws.

Manual of Operations

The Secretary will maintain an editable Manual of Operations to include the bylaws, guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communication policies, and conference planning policies.

Record Keeping

APA shall keep a full and accurate record of its proceedings. Minutes and all other official records are the property in perpetuity of the Administrative Personnel Association or their legal successors. The President shall make recommendation to that body for the permanent safekeeping of the body's records with the Presbyterian Historical Society.

Quorum

A quorum shall be seventy-five (75) percent of the members present at the conference for the business meeting.

ARTICLE VIII – ABSENCE

Absence from three (3) consecutive meetings during an officer's or committee person's term, without excuse, shall be considered the equivalent to a resignation by said member.

ARTICLE IX – NOMINATING COMMITTEE

A Nominating Committee of eight (8) shall be elected in the even years and will be chaired by the President-Elect.

Nominations for the Nominating Committee will be brought to the membership at the annual conference in even years by the President-Elect. Each Nominating Committee member shall serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again the person must have been vacant from the position for at least two (2) years. The new membership will begin service at the conclusion of the conference.

ARTICLE X – EXECUTIVE BOARD

The Executive Board shall be composed of the following:

- President
- President-Elect
- Treasurer
- Secretary
- Certification Committee Chair
- Membership Committee Chair
- Conference Planning Committee Chair
- Four (4) members at-large (one (1) from the East area, one (1) from the West area, one (1) from the North area, and one (1) from the South area) nominated to the membership by the Nominating Committee

All Executive Board members shall have voice and vote. Nominations for the Executive Board (at-large members) will be brought to the membership at the annual conference in odd years by the Nominating Committee. Each Executive Board at-large member shall serve a one (1) two (2) year term and shall be eligible for a second term. In order to be eligible to serve again the person must have been vacant from the position for at least two (2) years. The new membership will begin service at the conclusion of the conference.

The following attendees of the Executive Board will have voice and no vote:

- Parliamentarian
- Committee vice-chairs

ARTICLE XI – COMMITTEES

The following constitutes the committees of the organization:

- Amendments Committee
- Finance Committee
- Nominating Committee
- Certification Committee
- Membership Committee

- Communications Committee
- Conference Planning Committee

Special committees may be appointed by the President as deemed necessary to carry on the work of the organization.

ARTICLE XII – LEGACIES AND GIFTS

Legacies and gifts, not specifically designated to be endowment or trust funds, may be used for the general purposes of the Corporation.

ARTICLE XIII – REVIEW/AMENDMENTS

The Guidelines are to be fully reviewed in the odd years by the Amendments Committee. Amendments must be submitted one hundred and twenty (120) days prior to the business meeting to the Amendments Committee chair (President-Elect) to be reviewed by the Amendments Committee. Guideline amendments must be sent to the APA membership sixty (60) days prior to the business meeting. It will not be mandatory that changes be made each time the Guidelines are reviewed, but it must be noted in the business meeting minutes that the Committee did the review.

Bylaw amendments must be submitted one hundred and twenty (120) days prior to the business meeting to the Amendments Committee chair (President-Elect) to be reviewed by the Amendments Committee when needed. Bylaw amendments must be sent to the APA membership sixty (60) days prior to the business meeting.

To adopt, amend, rescind, or suspend these Bylaws a two-thirds vote is required by those eligible and in attendance at the business meeting.

ARTICLE XIV – PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and the Presbyterian Church (U.S.A.).

ARTICLE XV – DISSOLUTION CLAUSE

In the event of dissolution of the Administrative Personnel Association, Presbyterian Church (U.S.A.), (which would require a two-thirds vote of the voting membership present at a business meeting), the appropriate division of the Presbyterian Church (U.S.A.), or its successor, will become the legal owner of any assets and will be entitled to receive all benefits of said organization and will be obliged to administer the same in all respects and in accordance thereof.

**ADMINISTRATIVE PERSONNEL ASSOCIATION
PRESBYTERIAN CHURCH (U.S.A.)
GUIDELINES – DRAFT – NATIONAL BOARD OF DIRECTORS**

MISSION STATEMENT

The mission of the Administrative Personnel Association is to offer opportunities for professional development and personal growth for those called by God to serve as support staff of the Presbyterian Church (U.S.A.). We accomplish this by providing continuing education events for certification and occasions for fellowship, worship, spiritual nurture, and prayer at annual conferences and local one- or two-day seminars.

THE PURPOSE

The purpose shall be to provide a supportive organization for promoting continuing education, individual growth, communication, and fellowship for its members; to deepen and strengthen lives spiritually and professionally, and to work for the mission of the church universal.

RELATIONSHIPS

APA is an association made up of those who are serving, or who have served, in an administrative capacity in the Presbyterian Church (U.S.A.), the Reformed Church in America, the Presbyterian Church in Canada, or A Covenant Order of Evangelical Presbyterians. It is related to the Presbyterian Mission Agency (PCUSA).

BOOK OF ORDER MANDATE

G-2.1101 – Forms of Certified Church Service – Persons may be certified and called to service with congregations, councils, and church-related entities, serving in staff positions. These individuals endeavor to reflect their faith through their work and to strengthen the church through their dedication. They should be encouraged by the session and presbytery to meet, or to be prepared to meet, the certification requirements of a national certifying body approved by the General Assembly. Names of those who have earned certification through a national certifying body shall be transmitted to the appropriate body of the General Assembly, which will forward them to the stated clerk of the presbyteries in which those persons labor.

G-2.1102 – Presbytery and Certified Church Service – The presbytery shall encourage sessions to make continuing education funds and time available to those seeking certification, and shall affirm the skill and dedication of these certified persons by providing a service of recognition at the time of certification. The presbytery may grant the privilege of voice at all its meetings to persons in certified church service.

TAX EXEMPT STATUS

APA, PC(USA), Inc. is a non-profit federal tax-exempt organization. All contributions to APA are tax deductible. Each region should apply for a tax-exempt status within each state of their region. Visit your state government website for information on tax exemption application.

LIMITATION OF LIABILITY INDEMNIFICATION AND INSURANCE

An officer of the Corporation shall not be personally liable for monetary damages for any action taken, or any failure to take action, unless such officer has breached or failed to perform the

duties of their office and the breach or failure to perform constitutes self-dealing, willful misconduct, or recklessness. The Corporation shall purchase and maintain insurance on behalf of each officer against any liability asserted against or incurred by such officer.

HONORARY CORPORATE CHAIRPERSON

The Honorary Corporate Chairperson is a title bestowed upon our founder, Joyce Bauer, in perpetuity with neither duties nor remunerations. Thereafter, the position will cease to be an office.

EDUCATIONAL OPPORTUNITIES

Courses are offered annually at the conference to further a member's certification level along with one- or two-day seminars. There are a vast variety of courses to be offered and the instructors for these courses are as follows:

- Teaching Elders (Ministers of Word and Sacrament)
- Certified Christian Educators
- Those with expertise in specific business-related fields
- Level III certified APA members

VOTING PROCEDURES OF THE ORGANIZATION

The Executive Board will vote on items prior to being brought to the membership for information at the annual business meeting, including but not limited to the annual budget, conference dates, and conference locations.

The Executive Board will make recommendations to the membership body as to dues increases, and the election of the Nominating Committee (even years).

The Executive Board will make recommendations to the membership body regarding Bylaws (if needed) and Guidelines (odd years). The Amendments committee will send the draft amended Guidelines to the Executive Board ninety (90) days before the annual meeting. The Executive Board will call a special meeting to make a recommendation to the membership on the draft amended Guidelines in order for the amendments to be sent to the APA membership sixty (60) days prior to the business meeting.

AMENDMENTS

Standard editing procedures will be used (i.e. strike-through, bold, italics, etc.) when changing official APA documents (i.e. bylaws, guidelines).

BACKGROUND CHECKS

A background check will be performed on all potential national officers by the President-Elect. Once the background check has been completed, a notation will be made in the records of APA that the search was conducted and noting the date of the search. All paper documentation will then be shredded once the notation is made in the records. If an issue arises as a result of the search, the National President will be notified immediately for proper handling. It is a member's right to request disclosure of the nature and scope of the report.

STANDARDS OF ETHICAL CONDUCT

The Standards of Ethical Conduct will be required and included with the membership registration for new and existing membership.

EXECUTIVE BOARD DUTIES

- Will meet face-to-face annually at the annual conference and via email and/or conference call as needed
- Will recommend all changes to the Guidelines (through the Amendments Committee) to the membership (odd years).
- Will recommend all changes to the Bylaws (through the Amendments Committee) to the membership.
- Will approve an annual budget (upon recommendation from the Finance Committee).
- Will approve the site and dates of the annual conference (upon recommendation from the Conference Planning Committee).
- Will approve the selection of courses for the annual conference (upon recommendation from the Certification Committee).
- Will provide recommendations to improve the organizational operations.
- Will recommend any dues increase/decrease to the membership (upon recommendation from the Finance Committee).
- Will recommend nominees to the Nominating Committee to the membership (even years).

COMMITTEES

Standing Committees are listed in the Bylaws of this organization. Other special committees may be appointed by the President as deemed necessary to carry on the work of the organization.

The chairperson of the Certification Committee, Membership Committee, and the Conference Planning Committee, will be appointed by the President in the even years. They shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Certification Committee, Membership Committee, and the Conference Planning Committee shall have a vice-chair who is appointed by the chair with the approval of the President. The vice-chair shall serve a two (2) year term and shall be eligible for renewal. The vice-chair shall NOT exceed serving four (4) years consecutively. The vice-chair will have voice and vote during their committee meetings and the vice-chair will serve as a member of the Executive Board in the absence of the chair. The vice-chair is classified as an attendee of the Executive Board with voice and no vote.

Vice-chairs for the Certification Committee, Membership Committee, and the Conference Planning Committee will prepare minutes of all meetings for the committee. Committees without vice-chairs will appoint one (1) person to take minutes. Committee minutes will be sent to the Secretary for recordkeeping.

The chairperson of the Amendments and Nominating Committee will be the President-Elect, the chairperson of the Communications Committee will be the Secretary, and the chairperson of the Finance Committee will be the Treasurer.

Committees will meet as needed at the annual conference at the time scheduled prior to the Executive Board meeting. Conference calls and/or email meetings throughout the year are encouraged.

The committee chairs will be responsible for communicating all recommendations to the Executive Board for their action.

Amendments Committee

The Amendments Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the President-Elect who will serve as the chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Amendments Committee is responsible for the maintenance of the Bylaws and the Guidelines. The committee is accountable to the Executive Board.

The Amendments Committee shall:

- Be responsible for the creation and maintenance of the Bylaws, which is the set of rules that guide its operations and activities (will be amended as needed).
 - Recommendations on changes to the Bylaws need to go to the Executive Board ninety (90) days prior to the annual conference for their recommendation to the membership sixty (60) days prior to the annual conference.
- Be responsible for the creation and maintenance of the Guidelines (will be reviewed in the odd years). Solicitation from membership needs to be done one hundred twenty (120) days before the annual conference.
 - Recommendations on changes to the Guidelines need to go to the Executive Board ninety (90) days prior to the annual conference for their recommendation to the membership sixty (60) days prior to the annual conference.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Finance Committee

The Finance Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the Treasurer who will serve as the chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Finance Committee is responsible for overseeing the finances of the organization and is accountable to the Executive Board. The committee is also responsible for monitoring and approving scholarship requests and for soliciting funds to support these efforts.

The Finance Committee shall:

- Monitor monthly spending and cash flow.
- Receive committee requests for budgeted items and make recommendations to the Executive Board.
- Make recommendations regarding investments of both capital and general funds.
- Keep abreast of the financial condition of the organization and be in consultation with the President and the Executive Board with any concerns.
- Recommend to the Executive Board the establishment of designated accounts are required.
- Make arrangements for an annual outside review of the books. Report findings to the Executive Board.
- Authorize the selection of three (3) signatures on the bank account signature card in consultation with the President.
- Create an annual operating budget to be recommended to the Executive Board for action.
- Be responsible for monitoring and approving scholarship requests and for soliciting funds to support these efforts.
- Review and maintain the scholarship policy and application.
- Provide financial accounting for scholarship to the Executive Board.
- Plan fundraising events for scholarship money.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Nominating Committee

The Nominating Committee shall be comprised of eight (8) members, two (2) from each area, elected in the even years and will be chaired by the President-Elect. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Nominating Committee is responsible for office elections of the organization and for the at-large members of the Executive Board.

The Nominating Committee shall:

- Advertise nominations that are to be filled and receive applications.
- Meet throughout the year (via email and/or conference call) about possible candidates to be nominated as officers.
- Prior to the annual conference the committee will select one (1) nominee per vacancy following the procedures specified in the Manual of Operations.
- Prior to the annual conference the committee will send out the name of each nominee and provide biographical information and a statement of faith to the members (thirty (30) days).
- The committee will fill any officer vacancies occurring during the year with said candidate acting as interim, until a formal election may be held.

- The committee is responsible for filling the following officer positions:
 - Office of President (includes President and President-Elect) – even years
 - Secretary and Treasurer – odd years
- The committee will nominate candidates for the member-at-large positions on the Executive Board (odd years).
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Certification Committee

The Certification Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Certification chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Certification Committee is responsible for offering educational courses that allow members to gain expertise in all fields associated with their position.

The Certification Committee shall:

- Be responsible for offering educational courses that allow members to gain expertise in all fields associated with their position.
- Regulate all courses offered by APA and is required to approve all courses.
- Review and maintain the Certification Handbook, which is included in the Manual of Operations.
- Inform the membership with any certification changes and name specific dates when the actions will take effect.
- Determine how long certified records will be kept if a member ceases to pursue certification.
- Maintain the certification records of each member.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Membership Committee

The Membership Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Membership chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Life Member Liaison shall be appointed by the Membership Committee chair with the approval of the President in even years. The Life Member Liaison shall serve a two (2) year term

and shall be eligible for renewal. The Life Member Liaison shall NOT exceed serving four (4) years consecutively.

The Membership Committee is responsible for the membership of the organization. This committee will be open to new ways of inviting members, increasing membership, and advertising membership events.

The Membership Committee shall:

- Review and maintain the membership rolls to make sure all members are in compliance.
- Work with the Treasurer to maintain accurate records of members with dues in arrears.
- Review and maintain the Membership Handbook, which is included in the Manual of Operations.
- Will provide guidance and feedback in determining the future of APA and its membership.
- Keep the email addresses updated for the ListServe.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Communications Committee

The Communications Committee shall be comprised of four (4) at-large members, one (1) from each area (appointed by the chair with the approval of the President) and the Secretary will serve as chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Communications Committee works as a team to provide the organization with a professional image and in keeping the lines of communication open to our members and potential members. The committee is also responsible for all communications to members and to endeavor to promote the organization to all churches, presbyteries, and synods.

The Communications Committee shall:

- Develop a process for dissemination of information.
- Receive changes to the information that is on the website and make sure that the changes are made in a timely manner.
- Periodically review and update the website to make it visually appealing and user friendly.
- Supervise the website manager.
- Select a website host and make proposals when a new vendor is necessary and recommend to the Executive Board for final approval.
- Work with the Conference Planning Committee and offer assistance in promoting the conference and assist with the preparation of the conference brochure and registration form after having complete, timely, and accurate content from the Conference Planning Committee.
- Create fillable forms to be posted on the website.

- Take initiative to find creative ways to promote APA.
- The electronic distribution of information.
- Periodically send email blasts to members, churches, presbyteries, and synods regarding annual conferences.
- Handle all requests for emails being sent to the current ListServe
- Appoint “managers” for the emails being sent to the current ListServ.
- Will maintain the Manual of Operations to include the Bylaws, Guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communication policies, and conference planning policies.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Conference Planning Committee

The Conference Planning Committee shall be comprised of eight (8) at-large members, two (2) from each area (appointed by the chair with the approval of the President) and the Conference Planning Committee chair. The members shall serve a two (2) year term and shall be eligible for renewal. They shall NOT exceed serving four (4) years consecutively.

The Conference Planning Committee is responsible for consistency in conference planning.

The Conference Planning Committee shall:

- Be responsible for the planning and organizing of the conference two (2) years in advance.
- Maintain consistency in conference planning.
- Prepare a written recommendation to the Executive Board for approval of the location and dates of the conferences.
- The chair shall submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Maintain a list of previous locations of conferences.
- Meet as needed via email, conference call, and/or a face-to-face meeting at the annual conference to complete the work necessary.
- Report all recommendations to the Executive Board for action.

Committee Policies

All policies from any committees will need to be approved by the Executive Board.

STANDARDS OF ETHICAL CONDUCT

Standards of Ethical Conduct

As a member of the Administrative Personnel Association, I commit myself to the following standards of ethical conduct.

- Spiritual commitment to Jesus Christ and regard my work as a Christian vocation.
- Recognize the need for continuing professional education and training.
- Be knowledgeable of the governing documents of the association and be committed to the mission of the association by:
 - Upholding the bylaws, policies, and procedures of APA and when in disagreement, follow defined procedures for recommending changes.
 - Communicate in a timely manner.
 - Participate with other colleagues in organized efforts to share new knowledge and development in professional practices.
 - Show professionalism to all those with whom I make contact on behalf of the association.
- Maintain a pleasant attitude in meeting and communication with people, treating each person as a child of God by:
 - Show respect for each other, the chair, work of committees and the voice of the majority
 - Refrain from personal attacks or embarrassing comments
 - Listen and respect all viewpoints
 - Focus on issues rather than personalities
 - Refrain from gossip and abusive speech
 - Be trustworthy with confidential information

Failure to comply with the standards outlined herein will be subject to disciplinary action as outlined below.

Violation of the Standards of Ethical Conduct

If an APA member is in violation of the Standards of Ethical Conduct, a written grievance should be submitted to the Executive Board.

The Executive Board will determine from the facts presented if the investigation of the grievance should go any farther. If a decision is made to proceed, all parties involved, including the person or persons about whom the grievance has been leveled, will be given an opportunity to respond to the charges. The case will then go before the Executive Board to determine if any disciplinary action is required.

A copy of any written correspondence pertaining to this action will be kept in the files of the President and the Secretary.

The outcome of the decision on the grievance will be communicated in writing by the President to the member submitted the grievance as well as to the person or persons about whom the grievance was filed.

Following the dispensation of the case, every effort will be made by the Council to restore a peaceful, loving, and forgiving relationship among all parties involved in the case. Further it should be noted that no discussion of the case by the parties involved – particularly those ruling on the disciplinary action – will be held outside the confines of the Executive Board meeting(s).

GROUP EMAIL POLICY

The group email managers are responsible for approving messages before they are disseminated to the membership and potential members. Emails are approved or rejected based on content. Potential members are allowed membership based on the status of their APA membership dues. Only current members of APA are allowed access to the group emails.

Types of emails *allowed*:

- Prayer requests
- Job searches or job opportunities pertaining to churches that have current members on staff, or from members that are current members (i.e., not emails from a member trying to find a friend a job)
- Emails from members of the Executive Board (except joke forwards)
- Emails about upcoming annual conference and/or one- or two-day seminars, updates to the website, etc.
- Other emails at the discretion of the President/Executive Board.

Types of emails *NOT allowed*:

- Forwarding of jokes
- Chain letters
- Information that is not substantiated such as emails about viruses that have not been verified, or security issues that are “urban legends”

The Communications Committee is responsible for updating the list of members when changes to email addresses are submitted. The Communications Committee will send email updates and new member email addresses upon reception.

POSITION DESCRIPTIONS

President

The office of President is a four (4) year term to include two (2) years as President-Elect and two (2) years as President.

- The President shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will appoint a Certification Committee chair, a Membership Committee chair, and a Conference Planning Committee chair in even years. Will appoint these officers upon the beginning of his or her term of office or when a vacancy occurs (within thirty (30) days of vacancy).
- Will serve as ex-officio member of all committees except the Nominating Committee.
- Will ensure that all rules, regulations, trusts, and provisions applicable to all funds of the corporation and their administration and all policies adopted by the Executive Board are in compliance.

- Will comply to the APA Standard Ethical Conduct Policy.
- Will chair the Executive Board.
- Will chair the annual business meeting.
- Will maintain regular communication with the Executive Board.
- Will promote the organization whenever and wherever possible.
- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the national conference where the national business meeting will be conducted.
- Will appoint a parliamentarian as needed for the annual national business meeting.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.

It is recommended that the President:

- Create a common purpose that will mobilize people and coordinate efforts to build trust among the Executive Board and the membership.
- Create a strong, resilient organization.
- Guide the energy of the organization inspiring leadership to contribute with their minds and heart to move the organization forward.
- Promote constant innovation.
- Cultivate an appreciation of people's difference and create a culture of mutual respect.
- Pay close attention to people's talents and strengths to foster and grown the organization's committee structure.
- Encourage independent, challenging thinking.
- Facilitate a high level of ethics; making decisions on deep-stated principles.
- Foster a sense of "community" with mutual commitment and a high level of performance within committees and the membership.

President-Elect

The office of President is a four (4) year term to include two (2) years as President-Elect and two (2) years as President. The office of President is elected in even years.

- The President-Elect shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve when the President is unable to serve.
- Will serve as chairperson of the Nominating Committee and the Amendments Committee.
- Will perform the additional duties as outlined in the APA Guidelines.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will perform background checks on all potential officers.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will work closely with the President.
- Will follow up on outstanding items of business.

- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the national conference where the national business meeting will be conducted.
- Will update and submit the Executive Board list to all members of the Executive Board and the website manager following the annual conference.
- Will request and follow up on quarterly status reports (from the President, Amendments Committee, Nominating Committee, Communications Committee, Finance Committee, Membership Committee, Certification Committee, and Conference Planning Committee) which are due January 15, April 15, July 15, and October 15 to the Executive Board.

Secretary

The Secretary shall serve a one (1) two (2) year term and shall be eligible for a second term. The Secretary is elected in odd years.

- The Secretary shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will maintain, store, and preserve any and all documents as required by law and requested by the Executive Board.
- Will serve as chairperson of the Communications Committee.
- Will comply to the APA Standard Ethical Conduct Policy.
- Will record minutes for ALL APA meetings to include Executive Board meetings and the annual business meeting, and will include any financial reports or discussions in the minutes.
- Will distribute minutes within thirty (30) days of the meeting to the Executive Board, and when appropriate, the membership.
- Will post the minutes of the Executive Board meeting and the annual business meetings onto the website within thirty (30) days of the end of the conference.
- Will work with and handle any correspondence as requested by the President.
- Will maintain the Manual of operations to include the Bylaws, Guidelines, Certification Handbook, Membership Handbook, financial policies, nominating procedures, communications policies, and conference planning policies.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.

Treasurer

The Treasurer shall serve a one (1) two (2) year term and shall be eligible for a second term. The Treasurer is elected in odd years.

- The Treasurer shall be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Finance Committee.
- Will maintain, store, and preserve all financial documents as required by law and requested by the Executive Board.
- Will comply to the APA Standard Ethical Conduct Policy.
- Shall receive and appropriately disburse funds within thirty (30) business days of request.

- Will work with and provide any financial reports as requested by the President.
- Will work with the Finance Committee to develop an annual budget and present to the Executive Board for approval (to be distributed to the Executive Board thirty (30) days before annual meeting).
- Will strive to develop a balanced budget with a contingency plan for expenditures that exceed amounts budgeted, to be presented during the national business meeting.
- Will make all deposits and disbursements for APA using appropriate accounts.
- Will issue checks for approved budgeted expenses and accompanied by authorized check request and substantiating invoices/receipts.
- Will send/email copies of membership renewal forms and certification forms to the Membership Chair and Certification Chair when received.
- Will track accounts and funds using appropriate accounting software.
- Will complete and send IRS Form 990 by required deadline annually.
- Will prepare year-end balance sheet, income and expense report, and budget report.
- Will arrange for yearly outside audit and submit report to the Executive Board at the annual conference.
- Will send approved budget for distribution to membership upon request.
- Will keep abreast of the financial condition of the organization and be in consultation with the President and Executive Board with any concerns.
- Will keep current the three (3) signatures on the APA bank account signature card. A card with the new President's signature will be obtained in the city of the annual conference immediately following the election of the President-Elect. Authorize the selection of three (3) signatures on the APA bank account signature card. This will be done in the city of the annual conference immediately following the election of the President-Elect.
- Will receive committee requests for budgeted items.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will work with the Conference Planning Committee Chair to facilitate an effective procedure in accurately collecting registration and associated fees for the annual conference.
- Will report quarterly on the donations to the Scholarship fund and send acknowledgment to donors.
- Make recommendations regarding investments to both capital and general funds.
- Will ensure that restricted funds should be kept restricted for the purpose for which they are given (such as, Scholarship).

When a new treasurer is elected, a period of eight (8) weeks will be allowed for the transition to allow time for an audit to be performed prior to the transition.

Certification Committee Chair

The Certification Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Certification Committee Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as the chairperson of the Certification Committee.
- Will appoint a vice-chair to work with the Certification Committee. This vice-chair will be a member of the Certification Committee.
- Will maintain the certification records.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Membership Chair

The Membership Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Membership Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Membership Committee.
- Will appoint a vice-chair to work with the Membership Committee. This vice-chair will be a member of the Membership Committee.
- Will look for innovative ways to recruit new members and maintain existing membership.
- Will be an advocate for members of APA.
- Will work with the Treasurer to maintain accurate records of members with dues in arrears.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Conference Planning Committee Chair

The Conference Planning Committee Chair shall serve a one (1) two (2) year term and shall be eligible for a second term. The chair is appointed by the President in even years.

- The Conference Planning Committee Chair will be accountable to the Administrative Personnel Association through the Executive Board.
- Will serve as chairperson of the Conference Planning Committee.
- Will request reimbursement for expenses from the Treasurer in the amount specified in the annual budget to attend the annual conference and the hotel site visit (if deemed necessary).
- Will work closely with the President to ensure all requests are incorporated into the event and in planning process.
- Will prepare a budget for review and approval of the Executive Board.
- Will prepare request for proposals for hotels of future conference sites.
- Will select meals and entertainment for the conference.
- Will work with the hotel staff to ensure a pleasurable event for conference attendees.
- Will work with the Treasurer in filing for tax exemption of future conference sites.

- Will stay within the legal confines of the contract at all times and not jeopardize the organization by breaching the contract.
- Will manage all conference expenses by providing signoff for the Treasurer to pay.
- Will provide the Treasurer with a copy of all signed contracts.
- Will recommend to the Executive Board increases in the conference registration fee.
- Will work with the Treasurer to facilitate an effective procedure in accurately collecting registration and associated fees for the national conference.
- Will submit quarterly reports to the President-Elect to be distributed quarterly to the Executive Board.
- Will comply with the APA Standard Ethical Conduct Policy.

Service of Installation of Newly Elected Officers

Outgoing President: As Outgoing President of the Administrative Personnel Association, it is my duty and privilege to administer the oath to these newly elected officers. In Paul's letter to the Corinthians, he said, "There are different kinds of gifts. But it is the same Holy Spirit who gives them. There are different kinds of work to be done for Him. But the work is for the same Lord. There are different ways of doing His work, but it is the same God who uses all these in all people. The Holy Spirit works in each person in one way or another for the good of all God gives to each person as God wants to give."

I bring (name of person/s), the membership of the Administrative Personnel Association has chosen you to serve as officer/s of this organization. You have been called and prepared by God to do God's work in the church. Are you willing to be installed as (name of office/s)? Are you?

Response: I am

Outgoing President: As an officer, do you accept the responsibility to help lead the Administrative Personnel Association and accept the opportunity to serve the Presbyterian Church (U.S.A.)? Do you?

Response: I do

Outgoing President: Will you, with the help of God, serve this organization with energy, intelligence, imagination, and love? Will you?

Response: I will

Outgoing President: (To the members) Do we accept this/these newly elected officer/s chosen by God and this membership to guide us in the upcoming year? Do we promise to encourage, respect, support, and pray for them as they carry out their duties? Do we?

Response: We do

Outgoing President: Let us pray. Gracious and Loving God, you have called us into this ministry to be ambassadors of Jesus our Savior. Let the message of reconciliation be forever in our minds. Give us patience, compassion, courage, and discipline as we walk together. May we

be examples of the rule that Jesus taught – to treat others as we would like to be treated. Guide these officers, Lord, we pray, so that whatever they do, in word or deed, it is done to the glory of God. Amen.

PRESBYTERY APA RECOGNITION CEREMONY

APA is one (1) of four (4) organizations that work through the PC(USA) to offer certification for those members who work in the Presbyterian Church (U.S.A.) and its entities. APA offers three (3) levels of certification, specialized ministry, and extended continuing education hours beyond all three (3) levels. Level one (1) requires forty (40) hours of study, level two (2) requires forty-five (45) hours of study, level three (3) requires fifty (50) hours of study and continuing education requires fifty (50) hours of study.

Our (name of presbytery) has a member of APA who has reached his/her certification in (level of certification) and our (Name of presbytery) would like to recognize his/her accomplishments today. (Ask them to come forward at this time) (Name of recipient/s) is the (job title) at (employer name). (Name of recipient/s) has reached (level of certification) in the certification process.

Prayer (Or you may offer your own)

Let us pray:

Almighty God, in every age you have chosen servants to speak your Word and lead your loyal people. We thank you for (Name of Recipient/s) whom you have called to serve you as Certified Church Administrators. Give them gifts to do their particular work. Fill them with your Holy Spirit, so that they may have the same mind that was in Christ Jesus, and be a faithful disciple throughout life.

Amen

The (name of presbytery) has certified that (name of recipient/s) have met all requirements and completed all preparations prescribed in the Constitution of the Presbyterian Church (U.S.A.) for the position of Certified Church Administrator. On behalf of the (name of presbytery), I welcome you to this ministry. May God's Holy Spirit empower you in the ministry of our Lord and Savior Jesus Christ.

FOUR GEOGRAPHICAL AREAS

North	East	South	West
Alaska	Connecticut	Alabama	Arizona
Idaho	Illinois	Delaware	Arkansas
Iowa	Indiana	Florida	California
Minnesota	Maine	Georgia	Colorado
Montana	Massachusetts	Kentucky	Hawaii
Nebraska	Michigan	Mississippi	Kansas
North Dakota	New Hampshire	North Carolina	Louisiana
Oregon	New Jersey	South Carolina	Maryland
South Dakota	New York	Tennessee	Missouri
Washington	Ohio	Virginia	Nevada
Wyoming	Pennsylvania	West Virginia	New Mexico
	Rhode Island		Oklahoma
	Vermont		Texas
	Wisconsin		Utah