

2011 AACPM Committee Reports

AD-HOC ASPA NEGOTIATING COMMITTEE Report to the Board of Directors December 2011

Executive Summary:

The Ad-hoc ASPA Negotiating Committee was created by the Board of Directors as a result of the approval vote by the 2011 House of Delegates (HOD) in Utah of the Evolution Committee recommendations. This ad-hoc committee will be the representation of the Academy in negotiating an affiliation agreement with ASPA in 2012, and making recommendations to the Board and HOD regarding changes in AACPM structure, bylaws and procedures to meet the requirements of the negotiated affiliation agreement.

Committee Charge:

Committee is tasked to negotiate an affiliation agreement with ASPA in accordance with the direction given by the 2011 House of Delegates approval of the 2011 Ad-hoc Evolution Committee recommendations. The committee is assigned to complete the following tasks:

- 1) Negotiate an affiliation structure that meets the needs of both AACPM and ASPA as closely as possible.
 - 2) Determine the membership benefits and services that will be provided by ASPA based on the affiliation negotiated.
 - 3) Determine the administrative and staff support and resources ASPA will provide to AACPM based on the affiliation negotiated.
 - 4) Determine AACPM's role in ASPA's governance structure based on the affiliation negotiated.
 - 5) Determine the financial impacts and a recommended dues/fee structure to be implemented based on the affiliation negotiated.
 - 6) Prepare a report with all recommendations summarized and a list of actions for Board and HOD consideration.
 - 7) Evaluate and make recommendations for Board and HOD approval regarding changes to AACPM organizational structure, operational policy and procedure, and financial matters that are not required by the affiliation negotiated, but that are necessitated or advised as secondary impacts of the affiliation.
 - 8) Prepare recommended updates to the Bylaws and SOP documents based on any approved recommendations and in accordance with the affiliation negotiated.
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Recommendations requiring HOD and/or Board Action: None

Recommendations NOT requiring HOD or AACPM Action: None

Chairperson and Committee Members:

Jeff Kramer, Chair	AZ	(480) 503-6175	jeff.kramer@gilbertaz.gov
Debbie Smith	OK	(405) 325-8495	debbie.smith@ou.edu
Becky Bryant	AR	(501) 682-4540	becky.bryant@arkansas.gov
Larry Totten	KY	(502) 226-0273	larry.totten@ky.gov
Edward R. Burt Jr.	NC	(919) 577-8097	eburt@nc.rr.com

Committee Activities:

The committee started its work in 2011 by completing the following:

- Committee Chair Kramer and ASPA Executive Director Toni Samuel spoke via phone about the formation of the AACPM/ASPA Negotiating committee. Samuel appointed an ASPA counterpart committee. Kramer and Samuel developed a draft set of objectives which was distributed to the entire negotiating team under both signatures.
- The joint negotiating team held a kickoff meeting in late November where they discussed the objectives, and formed five (5) workgroups to discuss specific areas of the negotiations. These workgroups are (with AACPM team member):
 - * Organizational Structure (Kramer, Totten)
 - * Membership Benefits/Services (Bryant)
 - * Administrative/Staff Support & Resources (Smith)
 - * Governance (Kramer)
 - * Dues/Fee Structure (Burt)
- The Organizational Structure workgroup held two teleconference meetings in late November and early December, and developed a draft organizational structure recommendation. The joint negotiating team determined the recommended structure was needed before most of the remaining issues could be addressed.
- The AACPM committee members have a teleconference meeting planned in late December to discuss the progress of the organizational structure workgroup, and to discuss issues relative to the other workgroups to ensure all issues are covered.

Upcoming Work in 2012

The goal of the joint committee is to have a framework for the affiliation completed and presented to the ASPA National Council for approval at their March 2012 meeting, and to the AACPM HOD for approval after ASPA acts on the recommendation. Upon decisions by both governing bodies the next steps will be determined.

Submitted By: Jeffrey A. Kramer, P.E., CPM, CCM
AACPM President
Chair, Ad-hoc ASPA Negotiating Committee

Date Submitted: December 21, 2011

BYLAWS AND ETHICS COMMITTEE Report to the AACPM Board of Directors December 2011

Executive Summary:

The 2011 AACPM Bylaws and Ethics Committee reviewed and recommended amendments/clarifications/modifications to the Academy's existing Constitution and Bylaws, ensuring that all recommendations reflect the mission, vision, and goals of the Academy and best possible business practices for the Academy. The Committee communicated electronically to review, consider and make decisions regarding the proposed changes.

The Committee's recommendations were submitted to the House of Delegates (HOD).

2011 Committee Charge:

Propose changes or amendments to the Constitution and Bylaws of the Academy and Code of Ethics. It shall also be the arbiter of charges brought against any member.

- Evaluate revisions to Bylaws recommended by the Board for referral to the HOD.
 - Evaluate revisions to Bylaws to achieve committee recommendations for referral to HOD.
 - Recommend updates per SOP 11.20 as appropriate.
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Recommendations requiring HOD Action:

- The committee reviewed the Bylaws and submitted recommended amendments to the 2011 HOD representatives in advance of the HOD as required by SOP. The recommendations provide clarifications, consistency in presentation, and flexibility in board assignments. The amendments were presented to the HOD in a PowerPoint presentation with interactive discussion. Amendments were approved for the following Sections of the AACPM Bylaws:
 - Article 2
 - Article 3. Sections 3.1, 3.2, and 3.4
 - Article 4. Sections 4.4, 4.7, and 4.8
 - Article 5. Section 5.2
 - Article 7. Section 7.5
 - Article 9. Sections 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, and 9.7
 - Article 10. Section 10.1
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Recommendations requiring Board Action:

- Changes were made in several Standard Operating Procedures (SOP) to align with the amended Bylaws. 2011 SOP changes are listed in the *Summary of SOP Changes* on the Academy website at www.cpmacademy.org.

Chairperson and Committee Members:

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2011 Committee Activities:

The Bylaws were reviewed in their entirety by the Committee and the Board of Directors. All AACPM committees and any Academy Fellow in good standing were eligible to submit recommendations to the committee. Amendment recommendations were highlighted in red/strike-throughs/underlines. Final drafts of recommended amendments were submitted to the AACPM Secretary for distribution to HOD Delegates prior to the convening of the HOD in accordance to the SOP. The committee moved adoption of the recommended amendments to the AACPM Bylaws. The amendments were approved by the HOD.

Submitted By: Joyce Doakes Smith, CPM, Immediate Past President, AACPM
Chair, 2011 Bylaws and Ethics Committee

Date Submitted: December 2011

Communications Committee 2011 Year End Report

Executive Summary:

The 2011 Communications Committee has satisfied its basic charge by publishing timely newsletters, communicating regularly with society membership, responding to applicable member inquiries, acting as liaison with the graphic designer and web contractor on relevant Academy activities, and facilitating the development of additional publications authorized by the Academy Board of Directors. Safeguards to avoid copyright infringements were employed for all Academy publications. A formal contract with Shadow Light Kreations was signed earlier this year for graphic design and formatting elements for the CPM Connection. A generic AACPM brochure is available. The domain name for the Academy website was registered. The Winter edition is scheduled to be on the website on December 16, 2011.

Committee Charge:

The Communications Committee is a working committee that shall oversee communications efforts of the Academy, including the publication of the Academy newsletter, *The CPM Connection*, at least semi-annually to disseminate information to the membership. The Committee will also oversee maintenance of the Academy web site, as well as other Academy publications, such as the membership brochure.

Additionally, President Kramer charged the committee to:

1. Discuss and evaluate the content of the CPM Connection for relevance and usefulness.
2. Discuss and evaluate with the AD Hoc Technology Committee the potential use of Constant Contact for preparation and distribution of the CPM Connection in the future.
3. Discuss and evaluate alternative methods of distribution of the CPM connection to reach a wider audience of interested parties and related stakeholders.
4. Prepare appropriate revisions to SOP 9.70 and the Bylaws to support the change from MAL Conferences and Communications to MAL Communications, if recommended by the Board. Forward to Bylaws and Ethics Committee for action.
5. Discuss and prepare recommendations for control and use of social media (LinkedIn, Twitter, Facebook, ect) including the development of appropriate SOP revisions to incorporate social media items.
6. Evaluate other methods of communicating with members and make recommendations to the board as to which methods should be implemented with associated costs and resources identified.
7. Discuss and evaluate the Academy Brochure. Make recommendations as to the content, format and method of publication.
8. Recommend other updates to SOP 11.50 as appropriate and to reflect actual current procedures.

Recommendations Requiring House of Delegates Action:

No action is required by the House of Delegates at this time.

Recommendations Requiring Board of Direction Action:

It is recommended that in 2012, that that the board review progress with the contract with Shadow Light Kreations for graphic arts design and publication formatting and decide whether this annual contract will be renewed for 2012.

Chairperson and Committee Members:

Michael Shoemaker, Chair	UT	(801) 538-7746	mtshoemaker@utah.gov
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Russell Rost	MO	(636) 583-3600	rrost@ci.union.mo.us

Committee Activities:

- Solicited articles and photos from full membership, Academy officers, and designated consortium members.
- Developed and distributed 2011 Academy calendar.
- Communicated regularly with Shadow Light Kreations and NetGain about pertinent processes and preferred method of communication
- Facilitated execution of written contract with Shadow Light Kreations to provide graphic design elements to the CPM Connection.

- We met as a committee to discuss the committee's primary objectives and priorities.
 - Newsletters completed and posted to the website in 2011: Winter, Summer, Fall are on the website and Winter is scheduled to be posted on Dec 16, 2011. Announcement of newsletter postings on the website have this year been sent through the use of Constant Contact.
 - Contacted Ogden Publishing to assist the AACPM Treasurer to renew Academy's domain name for an additional two years.
 - All newsletter articles and society updates were edited and proofread by committee members.
 - Collected committee suggestions for improvement to communications tools and publications.
 - Facilitated website modifications
 - Introduced a new "I Have a Question" section of the CPM Connection which invites AACPM academy members to ask questions that can be answered by AACPM Board members or other AACPM members.
 - By vote of the committee, initiated a new rotation system of requesting states to contribute public management practices articles to the CPM Connection.
 - The committee voted and determined that a pdf version was sufficient for dissemination and that an html version as was provided in the past is no longer necessary.
 - As a committee, we discussed the current version of the Academy Brochure and there were no recommendations for changes to content, format, or method of production at this time.
 - By request of 2011 AACPM President Elect, an invitation to participate in 2012 AACPM Committees was posted on Linked In and Facebook.
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Submitted by: Michael Shoemaker, CPM
AACPM, Board Member at Large
Chairperson, Communications Committee

Date Submitted: December 12, 2011

Conference Committee

End of Year Report to AACPM Board of Directors December 2011

Executive Summary:

The Conference Committee, chaired by President-Elect Keith Heaton, is a working committee comprised of representatives of the Academy Board, the Host Society Conference Chairs for the immediate future and next three following conferences, and the Host Society Conference Chairs for the past two conferences. This committee oversees the conference planning and organizing efforts of the Academy, providing guidance and advice to upcoming conference Host Society committees, and evaluates specific conference related items to make recommendations to the Academy Board for action.

The 2011 Conference Committee has successfully worked with conference planning representatives for conferences in 2011 (Utah) and 2012 (South Carolina) and 2013 (Boise, Idaho). Activity this year as reported in detail in the committee activity section below.

Committee Charge:

The Conference Committee is charged to advise and support, as needed, in conference planning. The Host Society and Academy-level committees are required by SOP to seek approval from the AACPM Board in areas that affect the overall financial position of the conference, the Host Society, and the Academy. This includes the conference budget and a review of contracts and other documents obligating Academy funds.

Additionally, President Kramer charged this committee to:

1. Discuss and recommend methods for promoting the conference both within and outside AACPM membership in order to increase attendance.
2. Develop an RFP Template for use by Societies for proposing to host future conferences. This RFP Template will be developed in accordance with the guidelines in SOP 11.70 and shall be inserted into the SOP as SOP 11.76.
3. Incorporate the functions of the former Orientation Committee into the conference SOP as a function of the conference planning committee.
4. Evaluate the use of Constant Contact Event Marketing, based on the one year free subscription obtained, as a future conference marketing and registration tool and make a recommendation to the Board.
5. Seek a Host Society for the 2014 Conference.
6. Evaluate the effectiveness of the current Conference schedule template and consider the effectiveness of events and/or their timing during the conference, making recommendations regarding the following (not necessarily an all inclusive list):
 - President's Meeting
 - First Time Attendee Orientation
 - Banquet Timing
 - Variety/Repetitiveness of Presenters and Topics
 - Overall Duration/Timing of Conference
7. Discuss and evaluate the viability of the conference as it is now conducted, considering the following possibilities (not necessarily an all inclusive list):
 - Continue in current approach implementing the changes recommended above
 - Transition to a nationally conducted conference using paid assistance in planning rather than relying on local Societies
 - Change from a widely changed location concept to a concept of 3 to 4 regional locations on a rotating basis, negotiating repetitive agreements with host facilities and other vendors
 - Discontinue the conference as an event
8. Recommend updates to SOP 11.70 through 11.76 as appropriate.

Recommendations not requiring Board Action:

There are no committee recommendations not requiring Board action at this time.

Recommendations Requiring Board of Directors Action:

The AACPM Board must determine the viability of the conference as constituted and make a decision and recommendation to the HOD for the 25th annual conference planned

for Boise Idaho in 2013 and the acceptance of the proposal for the 2014 conference in Arizona or other location to be determined.

Chairperson and Committee Members:

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	Deborah J. Smith, OK	(405) 325-8495	debbie.smith@ou.edu

Committee Activities:

1. Committee surveyed on future viability of annual conference. Consensus was that annual conference is not viable as currently constituted in this economic/political environment. This committee will await the recommendations of the newly formed ASPA negotiating committee in making a recommendation regarding future conferences.
2. SOP 11.76 has not been development and is moved forward to the 2012 committee.
3. The Orientation Committee was disbanded and those duties now rest with the conference planning committee.
4. The committee recommends the continued use of constant contact and is grateful for the ARCADIS donation of an additional year's subscription.

The board voted to replace Stu Smith with Steve Wrigley on the committee following the October conference over concerns that Stu's over-seas duties would make him unavailable.

Salt Lake City – 2011 – Utah Society

Salt Lake City was successful in completing both a profitable and beneficial conference. The conference close-out is waiting for one more receivable at the time this report was prepared after which the report will be filed with AACPM.

Columbia – 2012 – South Carolina Society

- 1) Conference committees on schedule.
- 2) Call for presenters is out and awaiting submittal of proposals.
- 3) Promoting conference and working on registration system.

Boise – 2013 – Idaho Society

- 1) Approved theme and logo.

2) On track and moving forward for 25th annual conference celebration.

TBD – 2014

Arizona had submitted an offer to host the 2014 Conference but it was withdrawn. As of the date of this report the committee has not recommended moving forward with a traditional conference until the ASPA negotiations committee has some recommendations. There is some thought that an Eastern or Southeastern location for the conference would be more appropriate than another western locale.

Submitted by: Keith Heaton, CPM
AACPM President Elect
Chairperson, 2011 AACPM Conference Committee

Date Submitted: December 15, 2011

BOARD OF ELECTIONS Report to the AACPM House of Delegates
December 2011

Executive Summary:

The election of AACPM Officers is complete, conducted in accordance with the requirements of the Bylaws and SOP 11.10. A full slate of officer candidates was nominated. Ballots and candidate biographical information were created and distributed to the eligible voting members per SOP 11.10. The official election was held at the HOD Meeting in Salt Lake City, Utah, on Wednesday, October 12, 2011.

Candidates for election to office were: Larry Totten, CPM (KY), President-Elect; Debbie Smith, CPM (OK), Secretary; and Deb Bourbeau, CPM (NH), Member-at-Large for Membership. There was only one candidate for each of the open officer positions.

Committee Charge:

This is an empowered committee selected annually by the Board of Directors to conduct Academy nominations, elections and all referenda.

Recommendations NOT requiring Board or HOD Action:

None

Recommendations requiring Board Action:

- “Committee” was removed from the title in the SOPs and standardized to the committee reference in the Bylaws. The title is Board of Elections, rather than the Board of Elections Committee. This will be handled by SOP change.
 - Ensure changes are incorporated into the documents on the website.
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Recommendations requiring HOD Action:

- Bylaws Article 5. Section 5.2 was approved by the HOD to ensure elections results, specifically vote counts per candidate, are not required to also be announced.

Chairperson and Committee Members:

Joyce Doakes Smith, CPM (OK), Chair 522-3617	Joyce.Smith@osf.ok.gov	(405)
Jackson Gumb, CPM (SC) 296-7798	Jack.Gumb@srs.ks.gov	(785)
Janet Ernst, CPM (NCR)		

Committee Activities:

A new embosser was obtained at no cost to the Academy to prepare the official ballots for distribution to the certified HOD delegates.

Ballots were counted by the Board of Elections at the conference and the results were announced. New officers were sworn.

2011 ballots will be kept until the close of the 2012 election, at which time they will be destroyed.

Submitted By: Joyce Doakes Smith, CPM, AACPM Immediate Past President, Chair, 2011 AACPM Board of Elections

Date Submitted: December 2011

***AD-HOC EVOLUTION COMMITTEE Report to the Board of Directors
December 2011***

Executive Summary:

The Ad-hoc Evolution Committee was originally initiated resulting from ideas and issues brought forth and discussed at the 2008 House of Delegates (HOD) in Ohio. This ad-hoc committee has spent the past three years discussing and researching issues of major importance to the future of the Academy. These items include:

1. Organizational structure
2. Dues structure
3. The value of the CPM certification in comparison to similar professional certifications
4. Benefits and value of membership in the organization
5. Membership classifications
6. The future of the annual conference
7. Potential need for a staff/contracted executive director

These items were evaluated by benchmarking other professional organizations, and by surveying our membership. The goal being to develop a vision of AACPM's future with

outcomes addressing each idea and concern effectively, and to the satisfaction of our general membership, ultimately strengthening the Academy and our Societies.

At the 2011 House of Delegates meeting the Evolution Committee presented several alternatives to the Delegates, and recommended that AACPM proceed with negotiations for an affiliation with ASPA, seeking to maintain identity and history, optimizing AACPM's role in ASPA, and protecting the Societies and our members. The motion was passed unanimously.

Committee Charge:

Committee was tasked to review and evaluate the AACPM organizational structure, operational methodologies, external image and long term viability as an organization. Committee's goal is to revise AACPM to become a viable 21st Century organization by revisiting the ideas from the 2008 (HOD), subsequent committee meetings, surveys and benchmarking studies. Specific areas to address during 2011 were:

- 9) Discuss the viability of establishing a permanent organizational address (i.e. mailing address, email, phone and fax) to replace the annually changing Board contacts and provide a more stable external image.
 - 10) Evaluate the long term viability of the current structure of the organization, compare to previously benchmarked organizations. Outline alternative organizational structures for consideration. Include the pros and cons of each structure, how the structure compares to other professional organizations, and a summary of the operational impacts to both the Academy and the Societies (general impacts, not Society specific).
 - 11) Consolidate information with Membership, Technology and Conference committees regarding strategic direction issues and evaluate impacts on budget and operations of the organization.
 - 12) Discuss the viability of continuation as an all volunteer organization versus the implementation of a paid Executive Director/Administrator position. Also consider the potential for a current member to take on the position on a volunteer basis for a transitional period of time.
 - 13) Outline the financial impacts of any recommended changes with a discussion of options for implementing modifications to the Academy financial structure to accommodate the changes.
 - 14) Prepare a final committee report with all recommendations summarized and a list of actions for Board and HOD consideration.
 - 15) Prepare recommended updates to the Bylaws and SOP documents based on any approved recommendations.
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Recommendations requiring HOD and/or Board Action:

No further action is required by the HOD relative to the Evolution Committee. The Evolution Committee has concluded its work, therefore it is recommended that the Board of Directors discontinue the Evolution Committee as an ad-hoc committee of the Academy.

Recommendations NOT requiring HOD or AACPM Action: None

Chairperson and Committee Members:

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Committee Activities:

The committee held six (6) teleconference calls in 2011, from February through July, in addition to significant outside of meeting research and evaluation assignments. Information from prior year efforts of this committee was reviewed, including the 2009 and 2010 committee reports and the 2009 benchmarking study. The committee conducted a survey of the membership in 2011 to gauge support for a variety of potential changes being discussed and considered. Background information considered by the committee included the following from the 2009 and 2010 committees:

Historical Information

In 2009, discussions challenged the committee members to study and strategize the numerous critical components of scope, change, need, time-line, finances, and comparison to similar organizations. Wide differences on degrees needed on each item elongated the process of producing a documented plan. The committee members recognized early that the assignment was complex in scope; members were operating from different senses, degrees and time-lines of urgency; and outcome effects to both the AACPM and the Societies were of utmost consideration. The members chose to move methodically in arriving at recommendations for restructuring by corralling the unwanted causal effects of moving too quickly.

Committee Member Jeff Kramer (AZ) lead a 2009 subcommittee comprised of members Ron Buchholz (WI), Charlene Cutting (NH), Cassandra Lamey (FL), Tom Patterson (LA), and Nancy DeWitt (LA) to complete research of 30 similar professional organizations to gather current organizational structure, staffing, membership dues, membership structure and other closely related items bringing the results back to the larger committee. It was documented that the majority of organizations:

- 1) Secured a higher revenue stream from membership levels and membership fees (average of \$150 to \$200) exceeding that of AACPM and local societies;
- 2) Operated with a compensated staff;

- 3) Operated with a strong national component;
- 4) Operated with higher annual budgets;
- 5) Shared services and benefits at both levels (nationally and locally) for their members and provided more benefits in the forms of publications and training.

In 2010 the committee co-chairs and AACPM President-Elect scheduled three sub-committee teleconference calls to review the committee charge and to decide how and when the information being generated by other 2010 AACPM committees should and could be utilized by the Evolution Committee. Information from current reports and recommendations from the Strategic Planning, Conference, Membership and Technology committees had to be considered before recommendations from the committee could be formed and provided to the board for review and action at their January mid-year meeting.

The committee concluded that AACPM is in serious trouble and that change is necessary for the organization to remain viable and relevant. They further stated that the current dues situation has a stranglehold on the very life of AACPM – ***“The Academy can’t do more without higher dues but no one wants to pay higher dues without the Academy offering more.”***

Key aspects to their conclusions included:

- The CPM certification lacks credibility and status with employers, thereby resulting in diminished value to our members
- AACPM is failing to provide the benefits demanded by current members and offered by competing professional organizations
- Some existing Societies are on the very verge of survival (existing members continue to swap around offices without adding new members)
- The remainder Societies are functioning with declining memberships and large annual member turnover
- Founding members of AACPM are nearing/or have retired and simply cannot continue to support the organization in the long run as it needs and deserves to be supported.
- New Consortium program directors who don’t seem as eager and supportive as earlier program directors
- New programs have graduates with no interest in building a society
- Societies want more from the Academy but are unwilling/unable to support current policies and procedures
- Tough economic times contribute to no support for additional operating funds to provide requested benefits in the form of increased dues

Conclusions

In 2011, the committee worked diligently to reconcile the previous efforts and advance the issues to a decision point for the organization. During the teleconference calls the committee members discussed the prior work, the 2011 committee goals and objectives, and a logical approach to accomplish these goals. Further discussion covered the topics of organizational structure, staff, dues, benefits, conferences, operational issues, the CPM certification and recertification, and how to best meet the needs of our members in these areas. Member survey results, benchmarking results, committee meeting minutes and white papers are available on the AACPM website to provide additional detail on some of these topics, however, the conclusions drawn and the resulting options for organizational advancement are detailed here.

The committee discussed the current state of the Academy and agreed unanimously that it is in a downward spiral and that, without change, it will continue on that downward spiral until it dies. This is evidenced by a number of facts:

- Membership is generally declining and is very transient. Since 2005, when membership peaked at 1752 members, membership has generally declined every year to the current year with a membership of 1261. In addition, turnover has averaged 25% to 30% of membership annually. Nearly 400 2010 members did not renew, with equally as many new members joining. This is typical of the past several years.
- Societies are struggling to survive. In the past decade the Academy has lost founding Society Georgia, Virginia and DC. Alabama went inactive for a couple years and has just recently returned, and DC returned as the National Capital Region. Texas has struggled for years and never really developed. Louisiana, Kansas, and Washington have struggled as well.
- New programs do not appear to be as committed to AACPM as the original programs were. Iowa graduates chose to begin an ASPA chapter rather than a CPM Society; Nebraska, Nevada and others have graduates who do not appear motivated to form a Society.
- Members do not want to serve on AACPM committees or run for Office. Committee chairs and members serve on multiple committees for years on end until they burn out and tire from over-service. Getting members to accept nominations for the Board has become increasingly difficult, with fewer members running every year. In fact, in 2011 there is only one candidate for each position, and each of the three candidates is a “recycled” member, having served on the Board in the past.

As a result, the committee has determined that the Academy continuing forward as it currently exists and operates is not a viable option. Instead, the Committee evaluated three other options, all based on 2012 as a year for detail work, planning and implementation, with changes (or initial phase of changes) taking effect in 2013.

Options to Consider

1) Restructure the Academy

The first option is to restructure the Academy. The restructuring is based on the benchmarking of other professional organizations in 2009, as well as additional research

and evaluation done by committee members this year. The basic elements of this comprehensive restructuring are recommended as follows:

- **Organizational Structure:** AACPM would be restructured as a top down organization, which is consistent with every other professional organization researched. In addition, a regional subdivision would be implemented with regions (number to be determined) supporting and representing the Societies more directly. The resulting structure would be AACPM – Regions – Societies – Chapters. The national organization would become more stable and take a more active role. A national office would be established so that annual changing of the letterhead and contact info would come to an end. AACPM would collect dues, establish rosters, and disperse dues to the Societies. AACPM would issue annual renewal invoices
- **Reconstitute Board of Directors:** The board would become more of a policy and direction body, and would need to have the membership and duties evaluated. Based on other organizations, a strong possibility is to include the President, Past-President, President-Elect and Regional Directors, with the Secretary, Treasurer and two MAL positions being eliminated.
- **Staff:** In order to support the changes already discussed, AACPM would need to add staff in the form of at least an Executive Director (ED) initially. This is consistent with every professional organization benchmarked. An RFP would be developed and issued for an ED, with probable duties to include secretarial duties, membership database/rosters, dues related functions, paying bills, and creating a permanent office for AACPM. Other duties may also be considered during RFP development.
- **Membership Classifications:** Membership classifications would need to be evaluated and reconsidered. Many Societies have classes that AACPM does not, and there are differing requirements from one Society to the next. Many current Academy Members are reaching retirement age or have already retired. With that being the case, there is a need for a reduced rate retiree membership classification which will afford these CPMs the opportunity to continue their membership and participation in the Academy and prevent the resulting revenue loss if they choose to discontinue their membership. This issue was addressed in the recent Member Survey. The classifications would be standardized at the national level, but would need to take into account the Societies needs and allow them to retain their supporting members. Possible modifications include tiered (reduced rate) dues for Retirees and/or students who qualify under other membership classifications.
- **Reporting:** Annual Society reports would continue to be due. During implementation year, would evaluate addition of a financial reporting component as well as any other elements determined to be useful.
- **Communications:** Would include an overhaul of the AACPM website and active use of social media including the existing Twitter, Facebook, LinkedIn and You Tube accounts. Other possible enhancements include

addition of an RSS feed, podcasts and re-evaluation of the existing newsletter and email communication vehicles.

- **Tangible Benefits:** Using the results of the 2011 survey, as well as the previous membership benefits surveys, implement the tangible benefits members want. These may include webinars, webcasts of events, job board on the website, interactive communication capability, resource library, and publications (magazine, more robust newsletter, or some other form of publication). Other items of interest include group insurance programs, an AACPM credit card program, and other retail/vendor/training discount programs.
- **Marketing:** A major element of reconstruction is increasing the value of the CPM certification. AACPM would look to partner with the Consortium to market the value of the CPM certification to agencies across the country, increasing its visibility and gaining return for those who hold it.
- **Dues:** The dues structure would need to be evaluated and set to support the operations and benefits outlined above. Based on other organizations it is anticipated that dues would be between \$100 and \$150 annually.

Benefits of this option include: that AACPM retains its independence as an organization; we have a say in exactly what our future will be; and, we create exactly what we want to create in terms of the organization and its tangible benefits.

Negatives of this option are: that it will rely heavily on the same membership base that is already reluctant to volunteer; the changes will likely cause a large percentage of the membership to leave the organization; and implementation of the tangible benefits could take a number of years to realize.

This option was preferred by two (2) members of the committee and no members of the Board.

2) Affiliate with ASPA

The second option is to affiliate with ASPA. ASPA was selected as the most desirable organization for a number of reasons, including: it is one of only a few professional organizations that is similarly generalist and has a public service focus; the other likely organization, the International City/County Management Association (ICMA), would be more likely to swallow AACPM and eliminate our history, based on knowledge of prior similar mergers undertaken by ICMA; and, since ASPA and the Consortium are already in negotiations for a partnership to make CPM the ASPA certification training program, there is opportunity for synergy between the three organizations that could result in greater recognition and value of the CPM designation. Initial contact was made with ASPA to determine what possibilities may exist, and based on input from their Executive Director and President, the basic elements of this affiliation are as follows:

- **ASPA Commitment:** ASPA expressed that they would be very interested in a partnership with the Academy and are willing to move quickly to gain approval from their Board to proceed. They stressed that ASPA is interested in finding an option that would allow us to associate in a model where AACPM retains its identity and history, but is served under an ASPA umbrella. In this type of arrangement AACPM would be able to

- take full advantage of ASPA staff, benefits, services, etc. This could potentially be set up as a two-tier structure with a basic level (access to some ASPA benefits, but excluding publications, at a lower dues rate and per publication subscriptions) and a full level (all benefits available, normal dues rate)
- Affiliation Structure: There are two primary options to affiliating with ASPA.
 - The first option would be ASPA and AACPM remaining separate organizations, but with ASPA providing staff and administrative support access via an administrative services agreement. In this way ASPA could provide services for financial processing (dues collection, renewal invoicing, membership processing, etc.), conference planning (national or regional basis), and access to the benefits as described above.
 - The second option would be for AACPM to merge with ASPA, becoming a wholly contained entity like an ASPA Section. In this scenario AACPM would retain its name and history, would keep its Board as the Section Board, would retain control of the Section budget and finances (this is how all Sections function), would be able to continue the AACPM awards programs, and would be able to continue the AACPM newsletter and conference with ASPA support as Section items. Additionally, AACPM would have a voice in ASPA governance, possibly even a seat on the ASPA governing board.
 - Depending on the affiliation approach, among the things to be worked out would be what level of dues the national organization would keep for administrative support and what portion would be passed down to us as either a Section of ASPA or as a separate entity.
 - AACPM stressed the importance of protecting our Societies and their chapters, comparing this to ASPA Sections and wondering what organizational subdivision they have for those. ASPA acknowledged that they were committed to finding a solution that kept our Societies whole and an integral part of the organization.

Benefits of this option include: ASPA repeatedly stressed that they are sensitive to AACPM's situation and strongly prefer that any affiliation maintains the integrity of the Academy; AACPM would gain the support of ASPA's existing staff for administrative support, conference planning, etc. continuing forward; depending on the option negotiated, AACPM could gain a role in ASPA's governance; and, AACPM members would gain immediate access to tangible benefits that are essentially identical to those requested by our members.

Negatives of this option are that: current ASPA dues are \$120 annually with a discount for AACPM members to \$75 annually, but there is no guarantee that a discounted membership will be able to be retained; AACPM members are emotional about the organization and may not be accepting of affiliation with another organization, leading to

loss of members; and, there is no guarantee of permanency in the preservation of name, history, etc. as ASPA changes over time.

This option was preferred by eight (8) members of the committee and all members of the Board.

3) Dissolve the Academy

The third option is to dissolve the Academy and discontinue operations. The committee was of the opinion that the Academy is in a downward spiral at the current time, and without selecting either the restructuring or the affiliation option, there is no other viable choice but to perform an orderly and structured shut down of the Academy. Key aspects of this choice would include, but not necessarily be limited to:

- **Fulfillment of Current Obligations:** At the current time the Academy has contracts in place with hotels for the 2012 conference in South Carolina and the 2013 conference in Idaho, as well as contracts with vendors for the website and newsletter. The vendor contracts can be terminated within reasonable time with no penalty, but the conference contracts have financial penalties for cancellation. The 2012 conference would need to be held to avoid a significant penalty. The 2013 contract might be able to be negotiated to a smaller penalty.
- **Disposition of Funds:** Once the contractual obligations are resolved, the remaining Academy funds would need to be dispersed. A method to distribute the funds fairly between Societies, as dictated by the Bylaws, would need to be determined.
- **Disposition of Property:** The Academy owns a variety of property that will need to be redistributed. This includes Society flags, flagpoles and bases, and inventory of merchandise purchased for sale. There is no provision for such activity in the Bylaws, so a method of dispersal will need to be developed.
- **Disposition of Records:** The Academy has a large amount of historical documentation and records currently in storage that will need to be retained. There is no provision for such activity in the Bylaws, so a method of retention and/or dispersal will need to be developed.

Benefits of this option include: an orderly discontinuation of operations would avoid a slow and unorganized unraveling of the organization that appears to be the current course.

Negatives of this option include: the identity and history of AACPM would be completely lost; affiliated organizations (Consortium, Education Foundation) could be adversely affected; and, it provides no benefit to our members.

This option was not supported by any members of the committee or the Board.

All members of the committee and Board agreed that the failure to adopt either option 1 or 2 will result in the adoption of this option by default, and that the Board will proceed with the dissolution of the Academy.

Recommendation

The committee moved that the AACPM Board, or their designee(s), enter into negotiations with the American Society for Public Administration (ASPA) National Council with the intent to enter into an affiliation agreement up to and including merger, that: retains the AACPM name, history and the maximum amount of autonomy possible; maximizes AACPM's role in ASPA's governance and operations; protects the Societies; and maximizes benefits to AACPM members.

The 2011 House of Delegates approved this motion unanimously.

Submitted By: Jeffrey A. Kramer, P.E., CPM, CCM
AACPM President
Chair, 2011 Ad-hoc Evolution Committee

Date Submitted: December 21, 2011

***Finance Committee End of Year Report to AACPM Board of Directors
December 2011***

Executive Summary:

The 2011 Finance Committee prepared the 2012 Annual Academy Budget, and presented it to the AACPM Board and HOD for approval in October 2011.

The Committee reviewed the 2010 AACPM financial records review conducted by Stanton and Company, PLLC of Boise, Idaho, which found no irregularities or discrepancies, and presented it to the AACPM Board and HOD for approval in October 2011.

All items presented to the AACPM Board and House of Delegates were approved.

To date the AACPM Board of Directors has managed the budget well and stayed within the financial parameters established for the 2011 budget.

Committee Charge:

President Kramer charged this committee to:

1. Identify new financial review entity and begin review of 2010 records by March.
 2. Recommend updates to SOP sections 7.0, 9.5 and 11.3 as appropriate.
-

Recommendations Not Requiring Board of Directors Action:

All required actions were completed successfully at the October 2011 House of Delegates meeting in Salt Lake City.

Recommendations Requiring Board of Directors Action:

Further action currently pending at end of year 2011 includes reconciling the 2011 Budget with year end actual at the mid-year meeting in Gilbert Az.

Chairperson and Committee Members:

Chair	Keith Heaton, UT	(801) 538-8732	kheaton@utah.gov
	Reva Tisdale, ID	(208) 253-4595	Reva.Tisdale@tax.idaho.gov
	Edward R. Burt, NC	(919) 577-8097	eburt@nc.rr.com
	Brenda Sullivan, OK	(405) 522-9327	bsullivan@oktax.state.ok.us
	Larry Gordon, AZ	(602) 589-7224	legordon4132@hotmail.com
	Bill Winters, OK	(405) 522-1949	bwinters@oktax.state.ok.us

Committee Activities:

1. Treasurer Tisdale changed insurance coverage to save money switching from a general liability to an events liability policy, since AACPM has no physical facilities this is more than adequate coverage.
 2. Reviewed need for annual financial review and explored option of doing an outside review every other year at change of Treasurer rather than annually.
 3. The financial review of the 2010 Academy financial records was completed. The Accountant's Opinion Letter from Stanton and Company, PLLC of Boise, Idaho, states, "Based on our review we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America."
 4. Prepared the proposed budget for 2012.
 5. The membership report from the Treasurer is also included. (See Attached)
 6. The SOPs revisions were reviewed and updated without substantial changes per the Presidents charge.
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Submitted by: Keith Heaton, CPM
Chair, 2011 AACPM Finance Committee

Date Submitted: December 15, 2011

MENTORING COMMITTEE Report to the AACPM Board of Directors
December 2011

Executive Summary:

The Committee began the year with a goal to facilitate the completion of chartering the Michigan Society and working with any group interested in chartering a Society. Michigan submitted all necessary materials for charter and was approved by the board on June 28, 2011. Michigan representatives were unable to attend the 2011 annual conference in Utah and opted to receive its charter and state flag at the 24th Annual Professional Development Conference in Columbia, South Carolina.

The Committee Chair met with the representative, Lilian Bambilra de Assis, from Brazil who came to the United States to visit with the CPM Consortium Executive Director; Oklahoma, Pennsylvania, and Missouri Certified Public Manager Program[®] Directors; and AACPM and Oklahoma Society of Certified Public Managers[®] representatives. This was a fact-finding mission because Brazil has interest in creating a CPM program run by the Center for Studies in Public Management at Núcleo de Estudos de Gestão Pública.

Smith also met with the 2011 graduating class of the Nebraska Certified Public Manager Program[®] in December about chartering a Society. There is a lot of interest and information will be shared with them.

Committee Charge:

This committee is comprised of the AACPM Past-President (chair); prior year Past President and two or three Fellows appointed by the President and approved by the Board to work with interest groups desiring to charter a Society to identify resources, direct the process, and provide support and requested assistance until the Society is viable.

- Contact all currently chartered Societies and request an electronic copy of their Bylaws and Operating Procedures (if they have one) to create a database of information as a resource for potential new Societies (as well as existing Societies).
- Reach out to newer Consortium Programs to offer assistance to their graduates/students in learning about AACPM and in establishing a Society.
- Follow up with the Michigan program and formation group to finalize their bylaws and complete their chartering process.

Recommendations NOT requiring House of Delegates Action:

- None

Recommendations requiring Board Action:

- Present the charter to the Michigan Society at the 2012 annual conference.

Recommendations requiring HOD Action:

- The HOD accepted the recommendation of the Mentoring Committee and the AACPM Board that the Michigan Society of Certified Public Managers[®] be chartered and extended all rights and privileges of the American Academy of Certified Public Managers[®].
-

Chairperson and Committee Members:

Joyce Doakes Smith (OK), Chair 3617	joyce.smith@opm.ok.gov	(405) 522-
Steve Mastro (NC), 1074	smastro@csum.edu	(707) 654-
Edward R. Burt Jr. 8097	eburt@nc.rr.com	(919) 577-
Judy Dennis (OK) 2325	jdennis@odot.org	(405) 521-

Committee Activities:

The committee submitted the Texas Society of Certified Public Manager Program[®] Bylaws to the President to complete the database referred to in the committee charge.

The Committee received and reviewed charter material for the Michigan Society of Certified Public Manager Program[®] and recommended the Society be chartered.

Submitted By: Joyce Doakes Smith, CPM, Immediate Past President,
Chair, 2011 Mentoring Committee

Date Submitted: December 2011

***MEMBERSHIP COMMITTEE Report to House of Delegates
DECEMBER 16, 2011***

Executive Summary:

The board seat for Member at Large – Member Affairs was established originally to serve as an advocate for the membership, produce and distribute the membership directory, update the Standard Operating Procedures manual (SOP), create and distribute new member certificates, communicate with Societies to determine how best to assist them, and to assist the Past-President in mentoring new Societies. The duties of the Member at Large – Member Affairs were realigned in January 2011. As a result, the Member at Large - Member Affairs is no longer responsible for updating the SOP or assisting the Past-President in mentoring new Societies.

The Membership Committee, hereafter referred to as Committee, developed a vision statement to help guide its work. The Committee also developed a project plan to help track its progress on its charge from AACPM President, Jeffery Kramer. To date, the Committee completed seven of the eight items from its 2011 charge. The Membership Committee was released from one of its charges.

Committee Charge:

The Committee's charge for 2011 was to review current member benefits, determine relevance to membership, investigate new potential benefits for Academy members with minimal fiscal impact, and seek new benefits. Specific areas to address were as follows:

- 1) Review current member benefits to evaluate relevance and desirability, and recommend changes, addition or deletion to benefits. Include cost and resource requirements. *Status – completed.*
 - 2) Review proposals and recommendations made by the 2010 Committee and ensure appropriate follow-up to these and Board actions occur, and that cost and resource impacts are identified. Present final recommendations to the Board for consideration. *Status – President Kramer delegated several of the proposals to various committees for further review. Those proposals that remained within the purview of the Membership Committee were completed.*
 - 3) Review current membership classifications and determine if there are discrepancies between the bylaws and SOP. Recommend corrective actions. *Status – completed.*
 - 4) Discuss and prepare a methodology for tracking and invoicing annual renewal of membership for unaffiliated members, and potentially for all members from the Academy level (eg: transitioning membership to the national organization from the Societies). *Status – completed.*
 - 5) Review the retiree membership classification and consult with the Societies to see how many have the classification and how it is handled. Make recommendations for consideration in the Bylaws and SOP as appropriate. *Status – completed.*
 - 6) Develop membership recruitment and retention strategies and make recommendations to the Board. Include cost and resource requirements. *Status – completed.*
 - 7) Conduct membership survey related to 2010 committee initiatives and report results to Board, proceeding with initiative implementation based on Board direction to follow. *Status – The Membership Committee developed and piloted a membership survey in March/April 2011. The survey was postponed due to the uncertainty of AACPM's future direction and subsequently, the Evolution Committee survey. The Membership Committee sought and received release from this charge from the Board.*
 - 8) Recommend updates to SOP 9.60 as appropriate. *Status – completed.*
-

Recommendations requiring House of Delegates Action:

None

Recommendations NOT requiring House of Delegates Action:

None

Recommendations requiring Board of Directors Action:

None

Recommendations NOT requiring Board of Directors Action:

None

Chairperson and Committee Members:

Name	Society	Telephone #	e-Mail Address
Linda Jefferson, CPM (Chair)	NC	(919) 807-4852	linda.jefferson@osp.nc.gov
Kim Gillespie, CPM	NC	(919) 707-6023	kgillespie@ncdot.gov
Kayla Jackson, CPM	OK	(405) 604-8808	kayla.jackson@okdhs.org
Larry Totten, CPM	KY		Larry.Totten@ky.gov
Bill Trask, CPM	OK	(405) 522-1694	billy.trask@okdhs.org

Committee Activities:

The Committee began its charge with the development of a vision statement to guide its work. The vision statement adopted was ***“to present ideas, techniques, and/or processes that enhance member services to the AACPM Board of Directors.*”**

The Committee held eight telemeetings from February – November 2011. A meeting is scheduled for December 16, 2011. Additional subcommittee telemeetings were held as appropriate to help complete assigned tasks. As of December, 192 new member packets have been issued. The new member packet include a certificate, letters from AACPM President, Jeffery Kramer and Member at Large, for Member Affairs, Linda Jefferson, and an AACPM lapel pin. Membership directories were updated for reporting societies. The Member at Large for Member Affairs continues to try and resolve undelivered membership packets that were returned in the mail.

The Committee submitted five articles for publication in the AACPM Connection as of December. The articles highlighted member benefits and Committee activities.

The Committee completed its review of current Academy benefits and determined the benefits remained relevant. In addition the Committee submitted a proposal to develop a member benefits tab on the Academy’s website. This benefit allows member benefits to be clearly listed and available on the Academy’s public page. Clearly displaying member benefits makes it easy for current members as well as potential future members to access. The Academy Board of Directors, hereafter referred to as Board, adopted this proposal.

The Committee implemented two proposals adopted by the HOD at its 2010 annual meeting. Academy lapel pins were added to new member packets effective January 2011. Also, the Committee compiled a list of AACPM members to be recognized for continual membership. The list recognized members for every fifth year of membership. The first group will appear in the AACPM

Connection last edition for 2011. Electronic certificates will be issued by December 31, 2011.

The Committee evaluated the membership classifications between the Academy bylaws and SOP. The definition of “honorary member” in the SOP did not align with the definition in the bylaws. As a result, the Committee submitted a proposal to align the SOP definition with the bylaws definition of “honorary member.” The Board adopted the proposal.

The Committee developed a renewal/invoicing process for unaffiliated members and submitted it to the Board. The Board adopted the proposal which went into effect late 2011.

The Member at Large for Member Affairs provided input for updating SOP 9.60.

The Committee reviewed the feasibility of a retiree classification at the national level. The Committee also researched recruitment and retention strategies. Two proposals were submitted to the Board for consideration.

Discount membership with ASPA remains available. The Academy receives funds when members use the Amazon.com link on AACPM’s website to shop.

On behalf of the Committee, the Member at Large for Member Affairs presented nine proposals carried over from the 2010 Membership Committee to the Board. Several of the proposals were forward to various committees for further review. The Board adopted the proposal concerning the Academy engaging in outreach activities. The first activity is “AACPM Feeds America.” The Member at Large for Member Affairs wrote the draft press release for the event. President Kramer sent global e-mail to all Societies announcing the event which took place September 2011.

The Committee consulted with Wisconsin Society member and Past-President, Ron Buchholz, concerning the development of a national speaker bureau. The original 2010 proposal for a speaker’s bureau outlined the development of a speakers’ bureau and was submitted in 2010. The current Membership Committee may submit revisions (if warranted) to the Board for reconsideration.

Submitted By: Linda Jefferson, CPM
AACPM Board Member-at-Large, Member Affairs
2011 Membership Committee Chair

Date Submitted: **December 15, 2011**

SOCIETY SUPPORT COMMITTEE Report to the Board of Directors

December 16, 2011

Executive Summary: The Committee held two teleconferences during the year to discuss goals and possible resources that may be enhanced or developed to aid Societies. Each Society President received an email containing a brief survey to help the committee evaluate the strength of each of Society and to solicit feedback on their needs and desires for assistance or resources. Only four out of 20 Societies responded. Due to the Evolution Committee's discussion and subsequent recommendation to the HOD to open negotiations with ASPA, the committee chose to wait until we knew what resources might become available through a possible association with this organization.

2011 Committee Charge:

This committee is comprised of a Chair and one or more member Fellows appointed by the AACPM President and approved by the Board with the AACPM Member At Large for Member Affairs serving as Liaison to provide resources to Societies to assist in governance and Society management functions.

- Develop a committee description and purpose statement that includes incorporating the former Orientation committee charge to orient new Societies, the Mentoring committee responsibility to mentor and advise existing Societies, the responsibility for administering the Society Grant program.
- Through discussion with Societies determine what types of support and resources would be most beneficial.
- Discuss and create an action plan for finding/creating the desired resources and how best to make those resources available to the Societies.
- Evaluate the feasibility of updating the Integrated Marketing and Resource Catalog contents and providing those resources to member Societies via website downloads through coordination with the Technology committee.
- Evaluate requests for Society grants and make recommendations to the Board regarding approval/denial of grant requests.
- Identify currently chartered societies that are struggling and engage those societies to determine what help and resources can be provided to them.
- Develop a committee description and scope and recommend updates and additions to SOP 9.60 as appropriate.

Recommendations NOT requiring Board or HOD Action: None at this time

Recommendations requiring Board Action: None at this time

Recommendations requiring HOD Action: None at this time

Chairperson and Committee Members:

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Charlene Cutting (NH)	(603) 224-5763
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Shirley Hollis (KS)	(785) 296-4017
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Julie Farris (AR)	(877) 297-4331
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Linda Jefferson (NC), Liaison	(919) 807-4852
linda.jefferson@osp.nc.gov	

Committee Activities: All committee members participated in a teleconference on March 10 to discuss mission/vision, goals and objectives for the year as proposed by the President and Board of Directors. We discussed several potential resources that could be developed or enhanced and have developed a strategy to work individually and collectively with each existing Society to determine the current strengths and weaknesses of each and what types of support and resources could be the most beneficial to the Societies. Some immediate goals discussed were to develop a Society “start-up” kit, provide a sample proclamation and encourage each Society to work with state Governors to provide a specific time to recognize public managers who have earned their CPM, and encourage more leadership training opportunities for those interested in leadership positions at the Society or Academy level. Each committee member also chose five existing Societies that they agreed to make personal contact with and get feedback from.

A subsequent teleconference was held on April 7. All committee members except Julie Farris participated in this call. Shirley Hollis reported she was working directly with the Kansas Society to help re-establish an active Board of Directors, and I am happy to report she was successful in that effort. Charlene Cutting also reported she was working directly with the New Hampshire Society, and they are moving forward. A third teleconference was scheduled for May 4th.

The May 4th teleconference was cancelled due to unavailability of two committee members that day. Additional correspondence between Chair Becky Bryant and other members of the committee was handled via email encouraging each committee to contact their respective societies for feedback.

Since there were no other reports submitted by committee members, the Chair emailed each Society president on September 9, 2011 stating the committee charge and containing a brief survey to allow us to assess each Society’s strength and solicit feedback on the type of assistance they would like from AACPM or any resources they feel would be useful. A subsequent email was sent to all Society presidents on September 30th regarding the Grants to Societies program and examples from the existing Integrated Marketing and Resource Catalog that was developed and distributed in April 2002.

On September 14, Shirley Hollis sent an email announcing her retirement and new contact information. Although phone messages have been left and emails sent, the 9/14 email is the last correspondence the committee chair has had from Shirley.

On September 22nd, an email was received from Fred Levinson (FL) in response to the committee's survey. Subsequent responses were received from Charlene Cutting (NH), Nicholas Newnham (OH), and Jack Gumb (KS).

After no other reports were received from any committee members, and due to the lack of response to the committee's email (survey), the committee chair determined to wait until after the HOD meeting in October and until we had further direction from the BOD.

Julie Farris and Charlene Cutting have subsequently both indicated they would be unable to continue to serve on this committee in 2012. Their replacements will be considered by the 2012 BOD.

Submitted By: Becky Bryant, CPM
2011 Chair, Society Support Committee

Date Submitted: December 16, 2011

Strategic Planning Committee End of Year Report to AACPM Board of Directors December 2011

Executive Summary:

The strategic planning committee began the year with good energy and high hopes. Work was begun in coordination the work of the previous year's committee in compiling the SWOT analysis into a tangible plan. However the work of the evolution committee superseded strategic planning and it was determined that the strategic plan updates should be put on hold pending a decision on the recommendations of the evolution committee.

Committee Charge:

- Review work done to date, including SWOT analysis, and previous iterations of strategic plan, and develop an action plan for continuation of the Strategic Plan development.
- Discuss and evaluate the current Vision and Mission statements of the Academy with respect to their currency and relevance. Recommend any revisions warranted to the Board for discussion and action.

- Finalize organization of plan into major emphasis areas of Governance, Communication, Technology, Membership, Training, Society Support and/or others as determined appropriate by the committee.
- Coordinate with other committees to ensure inclusion of the goals and objectives from those committees that have a strategic organizational impact.
- Advance the updated strategic plan with refinement/development of specific goals, objectives, committee assignments and due dates.
- Recommend updates to SOP sections 6.00 and 9.30 as appropriate, including defining the Chair as the Academy President-Elect.

Recommendations requiring Board Action:

There are no recommendations requiring Board action at this time.

Recommendations NOT requiring HOD or AACPM Action:

There are no recommendations not requiring Board action at this time.

Committee Activities:

See executive summary above and review the evolution committee report.

Committee Members:

Keith Heaton, Chair
Mark Evans
Selvain McQueen
Patti Barnett
Doris Anderson

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doris.anderson@arkansas.gov

Submitted By: Keith Heaton, CPM
Chair, Strategic Planning

Date Submitted: December 15, 2011

