

NATIONAL POLICE CANINE ASSOCIATION POLICY AND PROCEDURES MANUAL

2014

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Updated/02/02/14

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Revised: 3/14/2014 by Hoover Kernell LLP

Revised and Accepted: 04/17/2014 by the Board of Directors

Revised and Accepted: 05/10/2019 by the Board of Directors

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INTRODUCTION

- **Purpose of the Manual**

This manual has been developed as a supplement to the By-laws of the National Police Canine Association, Inc. (the “Association” or “NPCA”) and is intended to serve as an educational and executive tool for the Officers, Directors, members, and staff of the Association. It should be considered a fluid document, which is adaptable to the changing needs and growth of the Association.

The roles and relationships described in the Manual have been developed based upon a "Balanced Model" of association management. Its intention is to introduce checks and balances between the authority of elected volunteers and contract professionals without unnecessarily inhibiting either in the performance of their respective duties.

This framework is designed to establish a balance and to clearly define roles among the various members of the NPCA team. As we work together for the common goals of our Association, learning will take place and roles may change. As they do, this manual should be modified or amended to reflect those changes.

- **Organization of the Manual**

This manual is organized by functional topic for convenience as a reference document. Consequently, some policies are repeated in more than one section. This repetition is intentional to ensure that the document clearly communicates official policy and roles within each functional area.

1.0 ORGANIZATION AND MEMBERSHIP

The purpose of this section is to delineate the types of organizational structure used within the Association for the benefit and information of the membership.

1.1 Articles of Incorporation

The NPCA was incorporated in 2001 in the State of Florida as a non-profit member association.

1.2 By-laws

NPCA is governed by its By-laws duly adopted and periodically amended by the Board of Directors (the “Board”) and ratified by the membership as required by the By-laws.

1.3 Tax Status of the Association

The Association has applied for tax-exempt status with the Internal Revenue Service of the United States under Section 501(c)(3) of the U.S. Tax Code.

1.4 Affiliation with Other Associations and Organizations

Action by the Executive Board is required for affiliation with other organizations and associations. Such affiliations must be consistent with the purposes of the Association as described in the By-laws.

1.5 Central and Regional Offices of the Association

The Board may designate a central office and regional office(s) for the conduct of its business.

1.6 Membership Categories

The official categories of membership shall be designated in the By-laws. Current membership categories include:

Regular (K-9) Member;
Associate Member;
Support Member; and
Corporate Member.

1.7 Members Outside of the Country

Members outside of the United States whose dues are duly paid and who otherwise meet the requirements for membership listed in the By-laws shall receive all rights of membership provided by the Association. Affiliate chapters may be recognized in other countries in accordance with a procedure authorized by the Board.

2.0 LEGAL ACTIVITIES

Due to the complex and diverse transactions the Association is faced with, including contracts, IRS Regulations, and other events that require legal assistance, it is imperative that the Association retain and use competent legal counsel.

2.1 Use of Legal Counsel

All communication with legal counsel must be through either the President or the Executive Board.

2.2 Methods of Retainer for Legal Counsel

Legal counsel is selected and retained by the Board. The amount of retainer, if any, and authorized fees shall be set and budgeted annually.

2.3 Presence of Counsel at Board Meetings

Unless otherwise directed or requested by the Board, legal counsel will not be required to attend meetings of the Board.

2.4 Counsel Review of Board Minutes

Designated legal counsel shall review the minutes of the Board and notify the President in writing when such minutes are reviewed as to form and substance. If such minutes reflect questionable action, the designated legal counsel shall notify the President and Secretary immediately and recommend corrective action.

3.0 OFFICERS, THE BOARD, AND COMMITTEES

The purpose of this section is to clarify the role and responsibility of elected Officers, Directors, the Board, and appointed Officers.

3.1 Overview of By-law Requirements

As required in the By-laws, the Directors on the Board shall be the Immediate Past President, the President, the Secretary, the Treasurer (otherwise known as the Chief Financial Officer (“CFO”)), and those Regional Directors elected by the membership or appointed by the Board. The By-laws may designate ex-officio, non-voting members of the Board (“Ex-officio Directors”).

3.2 Number of Consecutive Terms

The length of Directors’ terms on the Board shall be limited as specified in the By-laws.

3.3 Frequency of Board Meetings

Board meetings are required at the beginning of the annual conference and upon the call of the President. The number and frequency of board meetings shall be as required to effectively conduct the business of the Association but no less than once a year.

3.4 Role of Ex-officio Directors of the Board

Ex-Officio Directors of the Board are non-voting Directors, and otherwise shall have the full rights and privileges of Directors on the Board.

3.5 Ex-Officio Members With Vote

(Reserved for future use.)

3.6 Standing Committees

Standing committees shall exist as specified in the By-laws.

3.7 Ad-Hoc Committees

The President may establish an ad-hoc committee in the event one is necessary to conduct the business of the Association. An ad-hoc committee exists until its mission is accomplished or until the end of the administrative year, whichever comes first. An incoming president may reconstitute an ad-hoc committee.

3.8 Role of Committee Chairs

Committee chairs are charged with the following:

a) review and development of a clear understanding of the committee's mission based upon:

1. the mission as described in the By-laws; and
 2. tasks assigned by the President or the Board that are consistent with the approved budget and annual plan of work;
- b) accomplishment of the committee's mission;
- c) coordination of committee member activity and coordination of the staff responsible for assisting the committee; and
- d) submission of interim and final reports of the committee to the President and, after approval by the President, for distribution to the Board.

3.9 Communication With President

Committee members should address their communications to their committee chair. Committee chairs shall communicate directly with the President for logistical arrangements; and shall make both written and oral reports at Board meetings. Under no circumstances should committee chairs pass task assignments made to them on to the President.

3.10 Election Committee Guidelines (Reserved)

The purpose of this section is to describe the procedure for the nomination and election of qualified members for Officer and Director positions in the Association.

- a) The Election Committee shall, in addition to operating within the provisions of the By-laws, solicit nominations through the preparation of nomination forms and the execution of a promotional campaign for nominations.
- b) The nominations with attached resumes are to be returned to the Secretary. The Secretary shall verify nominees' membership with the Association and the length of such membership. The Secretary shall then duplicate and distribute the nominations and resumes to the nominating committee chair, if applicable. The Secretary is responsible for notifying nominees of their nomination in writing. The nominee must submit the following information to the Secretary for publication and the preparation of all relevant information for presentation to the nominating committee:
1. the nominee's full name;
 2. the nominee's current assignment;
 3. the official title of the position sought by the nominee;
 4. the nominee's business address and telephone number;
 5. the nominee's mailing address if different from the business address;
 6. a brief biographical sketch of the nominee; and
 7. the number of years the nominee has served as a NPCA member.

c) General Guidelines

1. To be eligible for nomination, members must be in good standing as specified in the By-laws at the time they are nominated.
2. Election Committee members are not eligible to be nominated or otherwise considered for elected office.
3. Only written nominations shall be considered by the Election Committee. Members may nominate themselves.
4. Nominees may only run for the position for which they were nominated.

3.11 Expense Reimbursement

This section describes the expense reimbursement procedures for the Association's Officers, Directors, members, and contract staff.

a) General Procedures for Expenses Incurred by Officers, the Board, and Committees

1. Unbudgeted expenses under \$250.00 are authorized if sufficient funds are available in the approved budget category for which the expense was incurred.
2. Unbudgeted expenses over \$250.00 and less than \$5000.00 require prior written approval by the CFO and President. Any expenditure over \$5000.00 requires prior approval from the Board. Requests for reimbursement are handled as set forth in subparagraph 4 below, except that a copy of the written approval must accompany the request.
3. Budgeted expenses require no prior approval, but must be submitted with receipts for approval and payment as outlined in subparagraph 4 below.
4. Requests for reimbursement shall be submitted to the Administrative Assistant on an approved expense form (with receipts attached) within thirty days of when they were incurred. Transactions shall be included in the Financial Report to the Board of Directors by the CFO.

b) Procedures that Apply to All Travel Expenses

1. The President must authorize all travel that requires the use of NPCA funds. All travel arrangements must be arranged or approved by the Administrative Assistant, prior to traveling.
2. The Association will reimburse expenses for air fare up to the standard coach rate available for the flights. Persons responsible for arranging transportation are expected to plan ahead and take advantage of any available discount fares.
3. An authorized travel agency may be designated by the Board.
4. Expense reimbursement requests for consultant, staff, and Director travel shall first be approved by the President or the CFO.

5. The rules for meals, mileage, etc. are established by the Board. General rules are as follows:

A. The per diem rate for reimbursement for Officers, Directors and other persons traveling on behalf of the Association with prior approval are:

- i. \$10.00 for breakfast when travel begins at 0600 hours;
- ii. \$15.00 for lunch when travel begins before 1200 hours; and
- iii. \$20.00 for supper when travel begins before 1800 hours.

B. Members traveling on behalf of the Association with prior approval shall be entitled to receive per diem reimbursement for each day the member is traveling for the Association. Per diem shall not be paid for any in-kind meal provided to a traveler by the Association, sponsor or airline or police agency.

C. The cost of travel by private (non-governmental) automobile must not exceed the cost of round trip air fare as set forth above. Fuel receipts for travel by private (non-governmental) automobile must be submitted to the Administrative Assistant.

D. Hotel room charges are reimbursable at the rate approved by the [President, CFO, or Administrative Assistant]. No room incidental charges will be paid by the Association.

6. Information on travel expense reimbursement shall be included by the CFO in the Annual Financial Report.

3.12 Role of the President

The President's role is described in the By-laws and includes the power of appointment for certain positions within the Association. So that appointments reflect the diversity of the Association's membership, the President is encouraged to take into consideration: geography, government and private sector employment, member activity and responsibility, and the position and size of the member organization of the person's previous employer.

3.13 Role of the Executive Board

The role of the Executive Board is described in the Association's By-laws. The Executive Board consists of the President, Secretary, and CFO and shall govern the Association whenever the Board is not in session.

3.14 Conflict of Interest

Officers, Directors, staff, and committee members are prohibited from participating in any business of the Association, which would result in a conflict of interest, financial or otherwise.

3.15 Code of Ethics

The purpose of this section is to outline the code of ethics governing the Officers, Directors, staff and committee members.

The Officers, Directors, staff, and committee members must abide by the NPCA Code of Ethics and shall conduct themselves in a manner that brings credit to the Association. In adherence with the code of ethics, Officers, Directors, staff and committee members must:

- a) abide by the constitution of the laws of the United States and the state wherein the Association is chartered and the state where he/she lives;
- b) declare any personal and financial interest in matters before the Board;
- c) declare nepotism and family interest;
- d) not engage in discriminatory actions based on race, sex, creed, or any other basis prohibited by law;;
- e) not use his or her position for personal gain;
- f) when officially representing the Association, not violate or act contrary to an adopted policy of the Association as established in its written By-laws, resolutions, and Policy and Procedures Manual;
- g) when conducting Association business, abide by the policies set for in the Association's By-laws, resolutions, and Policy and Procedures Manual; and,
- h) act in a manner that brings credit and honor upon the Association.

3.16 Enforcement of the Code of Ethics

Any Officer, Director, or member who violates the Association's code of ethics is subject to sanctions including, but not limited to, suspension or revocation of membership or removal from office.

4.0 NPCA OFFICE ORGANIZATION

The purpose of this section is to set forth policies to guide the operation of the Association's office, if applicable.

4.1 RESERVED

4.2 Liaison with Other Associations and Organizations

The President is the primary point of contact for communications with the staff or representatives of other associations for conducting business or carrying out previously approved policy decisions of the Board. The President may also conduct preliminary discussions with or develop proposals with other public or private organizations prior to submission for approval by the Executive Board/Board of Directors.

4.3 Annual Business Plan

An Annual Business Plan may be prepared by the Executive Board and submitted with the Annual Budget for approval by the Board of Directors. The plan shall include a list of recommended goals and objectives, a description of all items and services offered by the Association, and a description of all revenue sources and the disposition of the funds.

4.4 Insurance Requirements

The Executive Board may include in the Annual Budget and Annual Business Plan provisions for adequate insurance coverage to protect the Association.

4.5 Records Retention and Destruction

The minutes of the Board and the Standards Committee shall be kept permanently. Financial records shall be retained for at least seven years.

4.6 Property Inventory and Disposition

All property of the Association shall be inventoried and marked as to ownership. The inventory list shall be updated annually. A copy of this inventory showing depreciation must be approved by the Treasurer and maintained as part of the financial records of the Association. Property disposal shall be in a manner authorized by the Board.

4.7 Executive Reports

The Executive Board is responsible for the preparation and dissemination of one major report regarding the business of the Association per year (the "Annual Report to the Membership"):

- a) The Annual Report to the Membership will be presented at the Annual General Membership Meeting and published on the Association's website following the Annual Conference. The Annual Report to the Membership shall include, but not be limited to, the

following information:

- 1) a summary of the Association's major accomplishments during the previous year;
- 2) a list of the Association's new resolutions, By-laws, policies, etc.;
- 3) information concerning the Association's new projects or programs;
- 4) information concerning the Association's new services or benefits; and
- 5) a summary of the Association's income and expenses for the previous fiscal year.

4.8 Media and Press Relations

The President is the official spokesperson for the Association, who may issue press releases, respond to media inquiries, organize media events, and make public appearances in conjunction with the Association's conferences or other events. The President may represent the Association at official events of other professional associations.

4.9 Candidate Support by the Association Prohibited.

Official endorsement or support of any candidate for public office is expressly prohibited. Such support would place the Association's non-profit status in jeopardy.

4.10 Operation of Exhibits on Behalf of the Association

RESERVED

5.0 FINANCE

The purpose of this section is to define the responsibilities for financial accountability of different positions within the Association, and for all aspects of finances within the Association including, but not limited to: income, expenditures, records, and budgets.

5.1 Annual Budget (reserved)

5.2 Role of Treasurer (Chief Financial Officer)

The Treasurer is the Chief Financial Officer (the “CFO”) for the Association and is expected to monitor and oversee the financial operations and records of the central office on behalf of the Board, the Executive Board, and the membership. The CFO shall:

- a) review monthly financial reports and monthly cash disbursement statements to ensure compliance with the Association’s By-laws and Policy and Procedures Manual;
- b) approve all checks, approved grant expenditures, or contractual payment obligations; and,
- c) advise the President and Executive Board on all fiscal matters of the Association.

5.3 Dues and Assessments

Changes in the amount or frequency with which dues and assessments are collected requires prior approval by the Board.

5.4 Investment of Association Funds

The investment policy is recommended by the Executive Board through the CFO and then presented to the Board. The Board shall annually review a list of approved investment policies. No funds may be invested in any method that may have a direct financial impact on Officers or Directors.

5.5 Official Fiscal Year

The Association’s fiscal year is January 1st through December 31st of each year.

5.6 Method of Accounting

The Association uses the cash method of accounting.

5.7 Financial Records

NPCA accounts shall be maintained in accordance with generally accepted accounting principles.

5.8 Annual Audit of Financial Records

There shall be an annual audit conducted by an outside Certified Public Accountant (“CPA”). The CFO shall recommend a specific auditor (CPA) for the following year to the Board for its approval.

5.9 IRS and Grantor Audits

Records and books shall be maintained in accordance with the Internal Revenue Code and grantor agency requirements. Full cooperation and assistance shall be rendered by all officers and directors during any audit.

5.10 Audit Exceptions and Corrective Action

The CFO shall report to the Board any exceptions to the audit and any recommendations that were contained in the Executive Letter and his/her responses to such comments along with appropriate plans for any corrective action, when required.

5.11 Selection of Vendors and Subcontractors

The selection of vendors and subcontractors shall be fair, impartial, and balanced based on price and quality. All contracts shall be reviewed by legal counsel and approved by the Board before the Association may enter into the contractual agreement.

5.12 Conflict of Interest

No Officer or Director may vote on any action that may have a financial impact upon the Officer or Director or his or her immediate family.

5.13 Co-mingling of Funds Prohibited

Grant or contract funds received in support of a specific program or purpose shall be used only for its designated purpose(s) and may not be used to offset expenses of any other activity or program. Funds for each such grant or contract in excess of \$25,000.00 shall be deposited and maintained in a separate bank account and all transactions, regardless of grant size, shall be recorded separately in the financial records of the Association. This does not necessarily mean that grants or contracts may not have a line item for overhead.

5.14 Gifts, Donations and Sponsorship

All gifts, donations and sponsorships for the Association, shall be reported to the Board within 30 days. All goods and services of material value (meals, drinks, etc.) given to Officers, Directors, or staff of more than \$50 cumulative (per person) within a 30 day period must be reported in writing to the Executive Board within 30 days of receipt.

5.15 Funds Raised

a) Regional Funds

1. Funds allocated by Regional Membership. \$2.50 per member shall be designated for Regional Training funds on an annual basis. Funds for the previous two years will

remain available; however, funds that remain unused for more than two years shall be rolled into the NPCA general account.

2. Funds raised by Regional Donations: Funds raised by regional donations shall be applied exclusively to training events for the region in which the funds were raised and will not expire. Funds raised by regional donations shall be deposited into the general account, but earmarked for that region.

b) All profits earned from a National Seminar shall be retained in a separate Seminar Account and used exclusively for future National Seminars.

6.0 ANNUAL BUSINESS PLAN (reserved)

This section establishes the requirement for the Association's Annual Budget and Annual Business Plan (collectively the "Business Plan").

6.1 Responsibility of Planning and Budget Committee (reserved)

The Executive Board shall submit the Business Plan as part of the budget approval process.

6.2 Content of the Plan (reserved)

The Business Plan shall consist of separate descriptions of each project, program, product, or service that matches the program budget.

6.3 Rational and Justifications (reserved)

The Business Plan shall include recommended goals and objectives for the coming year and describe the assumptions underlying the proposed activity. The rationale will vary depending on the product, program, good, or service but should be sufficient to make clear to the reviewing bodies, including the Executive Board, the value of the program, its costs and benefits, and should provide evidence that the decision was developed through a systematic analysis.

7.0 TRAINING DIVISION

This section sets forth the requirements for the Training Division.

7.1 Role of the Training Director

The Board may designate a Training Director who will oversee the Training Division, which is responsible for developing the National and Regional Training Seminars.

7.2 Selection of Training Division Members

The selection of Training Division personnel must be approved by the President. Training Division personnel serve at the discretion of the Training Director. Training Division members must:

- a) possess strong leadership skills;
- b) possess the ability to work with minimal supervision;
- c) possess strong communication skills;
- d) possess organizational skills;
- e) exhibit an attention to detail;
- f) accomplish goals assigned in a timely manner;
- g) possess a developed working knowledge of police K-9 disciplines; and
- h) at all times have the best interest of NPCA in mind.

7.3 Role of Training Division

- a) The Training Division is responsible for all matters relating to the planning and implementation of the National and Regional Seminars as outlined in section 8.
- b) The Training Division will develop criteria used to select the providers of training programs and the authors of training materials.

7.4 Criteria for Selection of Instructors

The selection of instructors will be based upon the quality of both the content of the material to be taught and the presentation skills of the instructors.

7.5 National and Regional Training Seminars

- a) The National Seminar venue shall be selected by the Board.
- b) Regional Training Seminars shall be coordinated by the Regional Directors.

7.6 Trainers Agreements (reserved)

Before commencing travel to any training course, the designated trainer, unless teaching while on full duty with her or her agency, shall sign the approved training agreement.

7.7 Trainer's Fee (reserved)

Trainers may be compensated for teaching. However, trainers shall not be compensated by the Association for teaching when they do so while on-duty with their agency.

7.8 Training Rules and Regulations

The Training Division shall promulgate rules and regulations regarding training events, instructors, and other matters related to the conduct of NPCA training.

7.9 Director of Support Membership

The Director of Support Services is the Professional Liaison between NPCA and private industry/vendors. The Director of Support Services primary function is to facilitate NPCA's outside funding sources and financial opportunities.

The Director of Support Membership is appointed by the President and approved by the Executive Board. This position is compensable based on the performance of the Director of Support Membership and Board Approval.

7.9.1 Director of Support Membership must:

- A. Possess strong leadership and professional communication skills;
- B. Possess the ability to work with minimal supervision;
- C. Possess organizational skills;
- D. Be able to annually attend the National Training Seminar
- F. Be willing to attend annual Executive Board meetings and provide input/ideas for professionally growth as an organization
- G. At all times have the best interest of NPCA in mind.

7.9.2 The Role of Director of Support Membership

- A. Be willing to research and contact outside businesses to pursue funding opportunities;
- B. Establish business relationships between NPCA and industry vendors;

- C. Develop and maintain annual contract documentation;
- D. Secure contractual agreements with vendors for NPCA events;
- E. Liaison with all vendors at the National Training Seminar to ensure that the NPCA provides a professional platform for our supporters to demonstrate their products, provide for any special needs of our supporters;
- F. Communicate any special requests or needs to the President so that NPCA can ensure that we provide our supporters with a high standard of professionalism;
- G. Setup/host vendor appreciation event, breakfast, lunch or dinner, for National Training Seminar and ensure it is approved by NPCA President
- H. Send Thank You notes out to vendors whom attended the National Training Seminar;
- I. Ensure communication is properly sent out to vendors so they know when to setup and tear down from National Training Seminar;
- J. Thoroughly document and track vendor payments and donations;
- K. Manage and post on the NPCA FB page <https://www.facebook.com/National-Police-Canine-Association-280254765427681/>
- L. Purchase items to assist with and enhance seminar experience; (Purchases will be approved by the President prior to purchase)
- M. Fill out applicable non-profit grants for organization when time permit;
- N. Actively work to gather product donations for the Raffle Event;

7.10 The Role of the Administrative Assistant:

The Administrative Assistant shall be responsible for the following:

- A. Maintain care custody and control over the NPCA store room and all NPCA merchandise.
- B. keep good records of merchandise inventory and sales;
- C. along with committee members, promote and market ideas to increase sales;

- D. develop new products;
- E. manage and promote merchandise;
- F. select and purchase items to be sold; (Purchasing limits will be approved by the President)
- G. keep items in stock for sale;
- H. keep web store up to date with merchandise for sale;
- I. process orders in a timely manner from web store;
- J. ensure that NPCA merchandise is shipped and returned accordingly to locations approved by the President for sales of said merchandise;
- K. Coordinate Members of the Sales Committee to attend/man the booth where NPCA merchandise is to be sold at;
- L. Ensure committee members return the proper documentation with the merchandise;
- M. Review and complete inventory of returned merchandise for records

7.11 Merchandise/Sales Committee

- A. The primary goal of NPCA Merchandise and Sale is to provide additional funding resources for the organization. The Merchandise and Sales of NPCA products will be overseen by the Administrative Assistant who answers directly to the President.
- B. The President will approve or disapprove any function where NPCA merchandise will be sold prior to shipping.

7.12 Selection of Merchandise/Sales Committee

The President will be responsible for creating/maintaining a standing committee to assist The Administrative Assistant with the NPCA's Merchandise/Sales. Those committee members will:

- A. possess the ability to work with minimal supervision;
- B. possess strong communication skills;
- C. possess organizational skills;
- D. exhibit an attention to detail;

- E. at all times have the best interest of NPCA in mind.

7.13 Role of the Merchandise/Sales Committee

The This committee will consist of three members who work closely with the Administrative Assistant to ensure the proper functioning process of booth sales.

- A. represent NPCA at conferences, trade shows and NPCA events approved by President;
- B. keep good records of merchandise inventory and sales;
- C. assist in promoting and market ideas to increase sales;
- D. develop new products;
- E. manage and promote merchandise;

8.0 REGIONAL TRAINING EVENTS

This section sets forth the responsibilities for the Association's regional training events.

8.1 Regional Training Event Disciplines

Regional training events may cover a single discipline or multiple disciplines as approved by the Training Division.

8.2 Role of the Regional Director for Regional Training Events

The Regional Director is responsible for selecting the locations for regional training events. The Regional Director shall also provide the following means of support:

- a) providing local site support personnel;
 - b) recruiting conference attendance, including developing posts for the Association's website;
 - c) organizing local transportation for instructors;
 - d) recruiting local sponsors;
 - e) assisting in special requests;
 - f) assisting in the preparation or duplication of conference materials on site;
 - g) fundraising to offset seminar costs;
 - h) gathering equipment required by attendees, including paper, ammo, articles, etc.;
 - i) gathering equipment required by instructors organizing hotel accommodations, if needed;
- and
- k) booking training areas and ensuring such areas are sufficient for the training that will take place and satisfy all safety standards.

8.3 Role of the Training Division for Regional Training Events

The Training Division shall be responsible for the following with regard to regional training events:

- a) approving or suggesting alternate proposals from the Regional Directors for the training to take place at the regional training events;
- b) working with the Regional Director to determine the appropriate fee for admission;
- d) selecting the instructor(s);
- c) approving or suggesting alternate proposals for course lesson plans and instructors;

- e) providing, when necessary, at least one Training Division member to attend the regional training event;
- f) providing a checklist to ensure that the regional training event's needs are met;
- g) reporting to the Executive Board on the status of preparations for regional training events to determine the viability of proceeding with said events; and
- h) determining whether and, if so, which members seeking trainer status should be utilized as apprentice instructors at regional training events.

9.0 ANNUAL NATIONAL TRAINING SEMINAR AND MEETINGS

This section sets forth the policies and roles of various individuals and committees as they relate to the planning and implementation of the National Training Seminar (the “National Seminar”).

9.1 Role of the Training Division

In preparation for and during the National Seminar, the Training Division shall be responsible for the following:

- a) recruiting exhibitors and sponsors within the guidelines set by the Board;
- b) assigning exhibitors, if any, to specific booth space on a first come, first serve basis (previous year's exhibitors may be given advanced notice);
- c) determining layout of booth space with hotel or convention center;
- d) establishing vendor fees;
- e) collecting monies from exhibitors and sponsors;
- f) distributing and receiving exhibitors' contracts;
- g) advertising the conference by developing and printing flyers, brochures, and by publishing articles in the Association's publications;
- h) making arrangements for training equipment and support;
- i) managing manpower needs at the National Seminar site;
- j) negotiating and executing all contracts for hotels and all other goods and services required for the National Seminar;
- k) providing local site support;
- l) recruiting conference attendees;
- m) operating tours, tournaments and facilities;
- n) arranging for security;
- o) confirming that workshops and other special events are properly staffed;
- o) assisting the CFO with generating contributions to NPCA; and
- d) arranging local transportation;

9.2 Role of the Board of Directors

In preparation for and during the National Seminar, the Board shall be responsible for the following:

- a) collecting and maintaining registration paperwork and fees;
- b) maintaining separate accounts for the National Seminar;
- c) developing Annual Business Meeting agendas; and
- d) approving all contracts for hotels and all other goods and services required for the National Seminar.

9.3 Advance Selection of Sites

Sites may be selected as far in advance of the National Seminar's dates as may be necessary to allow for adequate accommodations.

9.4 Decision for Site Selection

The President shall recommend sites for the National Seminar to the Board for its approval. The selection of sites shall be based on the following considerations:

- a) consistency with the Association's purpose and By-laws;
- b) whether the site is spacious, convenient, and an attractive setting that can offer space for training, exhibits, the Annual Business Meeting, registration, special events, and member accommodations;
- c) costs to the membership for conference accommodations, registration, and events that are reasonable and encourage attendance and participation;
- d) the availability of local support;
- e) other site attractions that encourage attendance; and
- f) proximity to major transportation centers to minimize travel costs to attendees.

9.5 Authority to Negotiate Contracts and Agreements

The President is empowered to negotiate contracts; however, before the President executes a contract on behalf of the Association, the contract shall be submitted to the Board for approval. All contracts shall also be submitted to legal counsel for legal form and sufficiency approval. The President is empowered to execute approved contracts.

9.6 Form of Agreements With Hotels

Hotel and convention space contracts must be in writing and approved as to form by the Association's legal counsel.

9.7 Travel for Site Selection

The Training Division may travel or send representatives to sites under serious consideration to host a National Seminar.

9.8 Allocation of Amenities Associated With Hotel Agreement

a) All amenities available under an agreement with a hotel shall be made known to the Executive Board and included in the written contract. Complimentary rooms shall be allocated in accordance with the following priorities:

1. to offset conference expenses of the Association and its staff;
2. a complimentary suite provided for the President;
3. a suite for use by Officers, Regional Directors, and staff to conduct business of the Association and to host events; and
4. all other complimentary rooms shall be assigned by the President as a courtesy to Officers, Regional Directors, past presidents, honored guests, etc.

b) All amenities, financial or otherwise, must be used for the overall benefit of the Association and its collective membership. No special agreements or amenities may be independently negotiated by others (Officers, Directors or staff, etc.). Individual gifts or amenities not covered by these guidelines are expressly prohibited.

9.9 Use of Travel Agents and Commissions

NPCA's Administrative Assistant shall work directly with airlines/hotels to arrange special conference fares for National Seminars. Commissions or complementary flights, if any, shall go to the benefit of the Association.

9.10 Allocation of Exhibit Space and Sponsored Events

Exhibit space and sponsorships, if any, shall be allocated on a first come, first serve basis in accordance with receipts of reservations and deposits with the CFO, subject to the following exceptions:

- a) Previous exhibitors and sponsors should receive an opportunity for advance reservations (before general advertising) at or before the National Seminar for space or sponsorship opportunities for the following year.
- b) Sponsors of specific events, awards, and other items should receive an opportunity for advance reservations (before general advertising) at or before the National Seminar for space or sponsorship opportunities for the following year, but may not be guaranteed an opportunity to be an exclusive sponsor.
- c) Special amenities given to individual Officers in exchange for preferential treatment are expressly prohibited.
- d) All fees associated with booths, advertising, sponsorships, and the like must first be

approved by the Training Division.

e) The President may arrange to waive fees for exhibit space for other associations in the field on a quid pro quo basis.

9.11 Role of Exhibitors

Donations or fees may be accepted in exchange for specific spaces, booths, events, advertising, and the like. Such donations or fees shall be considered paid advertising by the vendor, subject to the following limitations:

a) the size of the donation may not be the basis for preferential treatment (e.g., a preferred speakers slot on program, articles in publication); however,

b) sponsors may be acknowledged at the sponsored event and may be given an opportunity to speak briefly to the Association's members.

9.12 Conference Budget and Accounts (Reserve)

It is the responsibility of the Conference Planning Committee Chairman (the "CPC Chairman"), in concert with the President to develop, plan, prepare and recommend a conference budget to the Board as part of the Annual Business Plan and Annual Budget processes. The CPC Chairman shall account for all expenses of the National Seminar and provide for a profit for the Association. National Seminar participants shall adhere to the approved budget. Expenses or charges not accounted for in the approved budget shall be submitted to the Executive Board for approval before agreements are made or action is taken.

9.13 Program and Conference Evaluations

After a National Seminar takes place, the President shall coordinate an evaluation of the event. The President shall oversee, coordinate with others, and direct the planning and resources needed to evaluate the National Seminar. The Training Director, will arrange for the evaluation of the training presented at the National Seminar, collect all evaluative data and prepare a National Training Seminar Closeout Report for the Board.

9.14 Financial Reconciliation and Closeout

The CFO, shall cause, plan, and carry out methods to ensure that all National Seminar monies, expenses, and income are documented and accounted for. The CFO may assign a bookkeeper to reconcile and closeout the National Seminar's records. The final accounting shall include all financial transactions as well as all amenities afforded the Association and shall be reported to the Board at the first board meeting to take place after the conclusion of the National Seminar.

10.0 REGIONAL DIRECTOR

This section sets forth the Association's policies regarding the Regional Directors.

10.1 Election of Regional Director

Each Regional Director shall be elected according to the By-laws.

10.2 Role of Regional Directors

a) Regional Directors shall:

1. attend all necessary meetings either in person or by telephone (including teleconferencing);
2. be aware of current trends and training needs in their region;
3. establish active communication with all members within their region;
4. establish and maintain regional certifications and ensure event certification protocol is followed;
5. conduct regional training events upon approval by the Training Division;
6. raise funds to offset expenses of regional training events;
7. a goal to raise a \$1000.00 in gifts, donations, and or sponsorships for the National Seminar;
8. timely respond to electronic communications from the Board and members of the Association;
9. complete assigned tasks in a timely manner;
10. actively promote the Association and develop new members; and
11. nominate Standards Committee members when needed.

b) In the event of a Regional Director's absence, the President shall appoint a Standards Committee member to act in place of the Regional Director until his or her return or until a new Regional Director is elected to the position.

11.0 ROLE OF THE STANDARDS COMMITTEE

This section sets forth the Association's policies regarding the Standards Committee.

11.1 Standards Committee Chairman

a) The Standards Committee Chairman shall be appointed by the President upon approval by the Board. The Standards Committee Chairman must be a certifying official in both patrol and detection, must at all times have the best interest of the Association in mind, and must exhibit:

1. strong leadership skills;
2. the ability to work with minimal supervision;
3. strong communication skills;
4. organizational skills;
5. an attention to detail;
6. the ability to accomplish goals assigned in a timely manner;
7. a developed working knowledge of police K-9 disciplines; and
8. a comprehensive working knowledge of the Association's rules and certifications.

b) The Standards Committee Chairman shall serve at the discretion of the Board.

11.2 Standard Committee Members

a) Standards Committee personnel shall be appointed by the Standards Committee Chairman upon approval by the President.

b) Standards Committee personnel must be certifying officials, must at all times have the best interest of the Association in mind, and must exhibit:

1. strong leadership skills;
2. the ability to work with minimal supervision;
3. strong communication skills;
4. organizational skills;
5. an attention to detail;
6. the ability to accomplish goals assigned in a timely manner;
7. a developed working knowledge of police K-9 disciplines; and

8. a comprehensive working knowledge of the Association's rules and certifications.

c) Standards Committee personnel shall serve at the discretion of the Standards Committee Chairman

11.3 Role of the Standards Committee Chairman

The Standards Committee Chairman shall:

a) direct all Standards Committee meetings and be available for meetings with the Board;

b) receive all packets for review of all applicants for certifying official, instructor, and trainer positions and disseminate the packets to the members of the Standards Committee;

c) receive all reviewed packets and forward a recommendation to the Board for approval;

d) receive and review applications for corporate membership and disseminate to the members of the Standards Committee;

e) receive all reviewed applications for corporate membership and forward a recommendation to the Board for approval;

f) receive and review all proposed changes to the Association's rules or certification standards and disseminate the proposed changes to members of the Standards Committee;

g) receive all reviewed changes of the Association's rules or certification standards and forward a recommendation to the Board for approval;

h) receive and review all protests and disseminate to two selected Standards Committee Members for their review; and

i) interview all trainer applicants.

11.4 Roles of the Standards Committee Members

Standards Committee members shall:

a) attend all Standards Committee meetings unless the absence is approved in advance by the Standards Committee Chairman;

b) review all applications for certifying official, instructor, and trainer positions and return to the Standards Committee Chairman;

c) review applications for corporate membership and return to the Standards Committee Chairman;

d) review all proposed changes to the Association's rules or certification standards;

e) review all protests, if selected;

f) participate in all interviews for trainer applicants;

- g) assist Regional Directors with regional training events; and
- h) act as a Regional Director, if needed, at the direction of the President.

12.0 CERTIFICATION EVENT PROTOCOL

Certification event protocol was established to create a standing order and guidelines for all certifying officials and Regional Directors. This section sets forth the Association's Certification Event Protocol.

12.1 Preparing for a Certification Event

- a) Any certifying official ("CO") conducting a certification must contact their Regional Director at least 5 (five) days prior to the event and provide the following:
 1. date, time, and location of the certification event;
 2. the names and CO numbers of ALL COs assisting in the event; and
 3. the certifications that will be offered at the event (Narc, EOD, Patrol, etc.).
- b) A CO that requests a certification event must provide his or her contact information, including phone number, to the Regional Director. The Regional Director must then provide the information to the Administrative Assistant, who shall then enter the contact information into NPCA's records and issue an official certification number for the event.
- c) The Regional Director shall provide the requesting CO with the certification number for the event.
 1. The certification number must be obtained PRIOR to the certification event.
 2. A certification number may not be issued after an event.
 3. Certifications conducted without a certification number will not be valid.
- d) The Administrative Assistant shall place the certification event on the NPCA web site so other members seeking certifications in the area may attend.
 1. The Administrative Assistant will track the certification numbers issued to ensure that the necessary paperwork is received for the event.
 2. The CO who requested the certification event will be the point of contact for the Administrative Assistant if any questions should arise regarding the event.
- e) The CO who requested the certification event shall ensure that all equipment, locations, and training aids meet the requirements established by NPCA's certification standards.
- f) Payment is required prior to participation in a certification event.
 1. Payment or proof of payment is required at the time of the certification.

2. Special circumstances with regard to payment require authorization by the Administrative Assistant in advance of the certification event.

g) Event certificates and paperwork must be obtained from the Regional Director prior to the event.

1. The Regional Director may contact the Administrative Assistant and ask that the Administrative Assistant provide all certificates to the CO.

2. Master Score Sheets, Individual Score Sheets, Membership Applications, and Handler Release Agreements shall be made available on the Association's web site by the Administrative Assistant.

3. Certificates will be distributed at the conclusion of the certification event.

4. Certifications are not valid if payment is not received by the Association.

12.2 Certification Paperwork

The CO who requested the certification event shall complete the certification paperwork and forward all certification documents (e.g., Master Score Sheets, Individual Score Sheets, Membership Applications, Handler Release Agreements, and an accounting of revenue and expenses) from the event to the Administrative Assistant within 30 days of the event.

13.0 THE ADMINISTRATIVE ASSISTANT AND CENTRAL OFFICE

The Administrative Assistant is an employee of the Association responsible for maintaining the central office and fulfilling the administrative duties necessary to support the Association's business. The Administrative Assistant is hired by the Board, and the President of NPCA oversees all job related functions of the Administrative Assistant. This section sets forth how the Board selects someone for the Administrative Assistant position and what the Administrative Assistant's duties are.

13.1 Selection of Administrative Assistant

The following procedure must be followed before an Administrative Assistant is hired:

- a) Applications and resumes must be submitted to the President for review.
- b) The President must then review the applications and resumes and give a recommendation to the Board.
- c) The Board then makes the final selection decision based on the President's recommendation for the Administrative Assistant position.

13.2 Establishing the Central Office

After the Board selects the Administrative Assistant, the President shall, with the Administrative Assistant's support, oversee the establishment of the central office, including the following systems:

- a) office equipment (computer, printer, filing storage, etc.);
- b) NPCA's direct business phone line;
- c) payroll for the Association's employees, including
 1. maintaining 40 hour work weeks for employees, when possible;
 2. the President authorizing overtime, when necessary;
 3. annual reviews by the President and Administrative Assistant of salaries based on changes in work loads; and
- d) compliance with federal and state employment law, to be ensured by the President.

13.3 Role of the Administrative Assistant

- a) On a daily basis, the Administrative Assistant is expected to:
 1. pick up and drop off the Association's mail from the post office, as required;
 2. answer inquiries received from the Association's 877 number, e-mail, fax, and mail;

3. remain current on all NPCA business and issues within the organization;
4. print and mail new and renewal membership certificates, invoices, receipts, W-9 forms, and rule books, as requested;
5. maintain a record of certifications and memberships received and payments and purchase orders received;
6. maintain a spreadsheet organizing membership and certification details using Microsoft Office Excel;
7. verify that certifications match paid memberships;
8. maintain a current list of membership and certifications (as a whole and by region);
9. maintain a current mailing list using Microsoft Office Access;
10. maintain official NPCA forms, including membership forms, score sheets, master sheets, etc.;
11. maintain a current rule book;
12. maintain and record paperwork received by the Association;
13. forward mail and inquiries to the proper Officers and committees;
14. maintain inventory of certificates;
15. respond to COs' questions and requests for certificates and assistance;
16. maintain historical records of memberships and certifications;
17. maintain the central office and its computers and supplies;
18. update the Association's Yahoo group with all members and maintain the L-board;
19. maintain and update npcastore.net to ensure all available merchandise is posted along with photos of the items; and
20. manage arrangements for Board and Standards Committee meetings.

b) With regard to the Association's Officers and Directors, the Administrative Assistant is expected to:

1. keep the President informed regarding the Association and provide the President with quarterly regional reports and bi-weekly time sheets;
2. respond to requests by the President and the Board regarding communications with the Association's members and meetings;
3. attend meetings of the Board;

4. make membership lists and information available in response to requests by the Secretary;
5. prepare and send balance sheets of monies received and paid by the Association and copies of transaction documents to the CFO;
6. enter the Association's transactions in its accounting program (e.g., Quickbooks) and make bank deposits for the Association as requested by the CFO; and
7. attend committee meetings as directed by the President.

c) With regard to the Association's members, the Administrative Assistant is expected to:

1. maintain the Association's central office;
2. answer inquiries regarding membership, certifications, and the Association;
3. distribute the Association's newsletter;
4. act as the web master for the Association's website (including posting updates regarding events, certifications, etc.); and
5. verify and provide official copies of certifications upon request by a court.

d) With regard to the Standards Committee, the Administrative Assistant is expected to:

1. maintain a list of COs and their respective statuses;
2. review and forward CO applications to the Standards Committee Chairman;
3. notify COs of letters of approval or disapproval;
4. mail CO certificates and packets;
5. track and forward certification problems to the Board; and
6. notify COs of their status when faced with suspension or possible suspension.

14.0 PUBLICATIONS (reserved)

This section sets forth the Association's official policy regarding publications and advertising if and to the extent that the Association develops an official journal.

14.1 Official Publications (reserved)

The official publications of NPCA shall be designated in the Annual Business Plan of the Association.

14.2 Advertising Policy (reserved)

Advertising shall be sold in accordance with the Annual Business Plan at established fees and rates as recommended by the Editor and approved by the Board through the budget process. Advertisers may only purchase space for their message; no other considerations, including guaranteed provisions of preferential consideration for professional articles, or other special treatment is allowed.

14.3 Use of Advertising Sales Representatives (reserved)

The Annual Business Plan may call for the use of outside advertising sales representatives.

14.4 Role of the Editor (reserved)

The Board shall select the Editor in accordance with approved hiring practices. The Editor shall be responsible for the following:

- a) the review of proposed publication content for consistency with the purposes of the Association and official policy; if there is no official policy, the Editor may solicit articles and guest editorials to introduce topics for discussion and debate;
- b) editorial comments that reflect the official policy of the Association at all times;
- c) encouraging the expression of minority and divergent views through "Letters to the Editor" and guest editorials;
- c) the review and selection of minority or divergent views submitted as representative letters or articles for publication; and
- d) the review and approval of all materials prior to publication.

14.5 Editorial Policy (reserved)

- a) The Association's publications are communication tools designed to reflect the purpose and goals of the Association.
- b) Vendors may be invited to address general issues but may not describe, promote, or introduce specific products or services under the guise of editorial content. Articles authored

by vendors shall be selected solely on the basis of their professional content and value to the Association's audience.

c) The President and the Editor are responsible for maintaining adherence to the Editorial Policy.

14.6 Review of Articles and Publications

The Board may establish panels of persons with particular technical or professional knowledge to review and evaluate articles prior to the articles' acceptance for publication.

15.0 GOVERNMENT AFFAIRS

This section sets forth the Association's policies regarding participation in governmental affairs.

15.1 Responsibility for Government Affairs Activities

Responsibility regarding the Association's participation in governmental affairs shall rest with the President who shall receive policy guidance from the Board.

15.2 Government Affairs Activities Guided by Policy and Resolutions

Participation in government affairs is to be guided by the policies, purposes, and resolutions of the Association.

15.3 Lobbying Activities

Lobbying activity must be conducted in accordance with the By-laws and only to the extent that the tax-exempt status of the Association is not compromised.

15.4 Registration as Lobbyists

NPCA shall comply with all rules pertaining to the registration of lobbyists.

15.5 Appearance Before Legislative Committees and Bodies

Only individuals selected to do so by the President may make appearances before legislative bodies on behalf of the Association.

16.0 MAINTENANCE, REVIEW & AMENDMENTS TO THE MANUAL

The Association's Policy and Procedures Manual (the "Manual") should serve as a tool for conducting the Association's business in a professional, efficient and orderly manner. Its purpose is to facilitate operations in a fair, equitable way for the benefit of all Association members. It must not be ignored. The Manual must be updated as needed to prevent it from becoming a hindrance or outdated.

16.1 Responsibility for Manual Maintenance

The Manual's maintenance shall rest with the Board. Every person on the Board shall have a current copy the Manual. Other copies may be distributed at the Board's discretion. Annual changes to the Manual shall be published and distributed to current users as the changes are approved by the Board.

16.2 Annual Review by Executive Board

The Board shall be responsible for an annual review of the Manual. The Board may designate some other body within the Association to review and report to the Board its recommendations for changes to the Manual.

16.3 Amendment Procedures

Recommended changes to the Manual shall be made in writing to the President or any member of the Executive Board for review and submission to the Board of Directors.