Committee Enhancement Initiative Phase 2 Final Recommendations Report

APCO Committee Enhancement Initiative Task Force
May 1, 2015

This document provides recommendations from the Committee Enhancement Initiative Task Force with regard to APCO committee service to include eligibility, term limits, and service limits for Group Leaders, Committee Chairs, Vice-Chairs and Members.
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Introduction

In January 2015, the APCO International Executive Committee initiated a comprehensive review of APCO’s committee structure and processes. For the last several years, our membership has expressed concern that there are members who apply for committees year after year and are not selected while there are some members who are serving on a number of committees which results in fewer members having an opportunity to participate on committees. For these reasons, the Executive Committee began the Committee Enhancement Initiative.

The review began by evaluating existing committees, committee categories, their published descriptions, and the FY15 committee goals. Through this review, the Executive Committee found that there was a lack of consistency in how committees were described and felt that it was important to establish a scope of work for each committee.

Once the scopes were rewritten, the Executive Committee reviewed the goals of each committee and discussed its designated category. In APCO's Policy Manual, Article VII, committees are categorized as standing, designated, special, advisory, and Commercial Advisory council. APCO establishes committees to advise the Board of Directors regarding issues of operation of the Association and/or significant issues affecting the public safety community.

The Executive Committee developed a series of recommendations related to committee service and presented Phase 1 of the recommendations to the full Board of Directors in January of 2015. After an in-depth discussion, the decision was made to accept the Executive Committee’s recommendations regarding committee member service but the Regional Representatives of the Board of Directors felt more discussion was warranted before moving further with the other recommendations of the Committee Enhancement Initiative.

As a result of the discussion, the Executive Committee decided to establish a Committee Enhancement Initiative (CEI) Task Force to engage a representative group of Association stakeholders to serve on the Task Force and develop a full set of recommendations regarding Committee Service Rules during Phase 2 of the Committee Enhancement Initiative. A compilation of the recommendations from this report are provided in Appendix A.
Committee Enhancement Initiative (CEI) Task Force

The Committee Enhancement Initiative (CEI) Task Force was appointed by President John Wright, in concurrence with the other members of the Executive Committee, and work began on March 13, 2015.

The following members served on the CEI Task Force:

   Cheryl J. Greathouse, 2nd Vice President, Task Force Chair
   Mark Cannon, Chief of Staff, Staff Liaison
   Greg Ballentine, Past President
   Scott Bigham, AFC Advisory Committee Member
   Rich Boettcher, Regional Director, East Coast Region
   Kimberly Burdick, Regional Director, Western Region
   Peggy Fouts, Leadership Development Committee Chair
   Doug Hackett, 9-1-1 Emerging Tech & Bylaws Committees Member
   James Kelsey, Bylaws Committee Vice-Chair
   Nonie McCandless, Awards and Bylaws Committees Member
   Margie Moulin, Group Leader
   Dave Saffel, AFC Advisory Committee Chair
   Dick Solie, Commercial Advisory Council Representative
   Matt Stillwell, Regional Director, Gulf Coast Region
   Robin Tieman, Regional Director, North Central Region

Task Force Scope

The scope of the Committee Enhancement Initiative Taskforce was to discuss the Phase 1 recommendations of the Committee Enhancement Initiative and develop formal recommendations in regards to those recommendations and complete other tasks as described as Phase 2 – Work Plan.

Project Overview

A Phase 2 Work Plan was established to define the tasks which the Task Force was charged with completing. The expected deliverable, this report, was due for submission to the Executive Committee by no later than May 1, 2015.
The primary tasks for the Task Force included:

- Review and, if necessary, make recommendations for committee Chair and Vice-Chair eligibility criteria.
- Develop recommendations for committee Chair and Vice-Chair service limits to other committees and/or sub-committees.
- Develop recommendations for committee Chair and Vice-Chair term limits.
- Develop recommendations regarding required committee Chair and Vice-Chair responsibilities/roles for committee activity reporting and performance evaluation of members through the Group Leaders to Executive Committee/Board of Directors.
- Validate or redefine the committee structure to determine if committees are in the appropriate designated category (standing, designated, special committees, the Commercial Advisory Council, and the three Advisory Committees).
- Review and, if necessary, make recommendations to Group Leader eligibility criteria.
- Develop recommendations for Group Leader span of control limits and a process for adding Group Leaders when more committees are added.
- Develop recommendations for Group Leader service limits.
- Develop recommendations for Group Leader term limits.
- Develop recommendations for Group Leader roles/responsibilities and processes.
- Validate or redefine the Group Leader categories of governance, member services, operations, and technology.
- Develop recommendations for waiver approvals and phased implementation process.
- Conduct a gap analysis to determine what areas show a need for a new committee to be established.
- Develop formal recommendations for any such committee to fill the gaps to include committee’s category designation, membership qualification requirements (if any), scope, and Group Leader assignment category.
- Develop conforming policy language to codify the Board-adopted changes in the governance documents.
- Develop Committee Enhancement Initiative Phase 2 Final Recommendations Report to the Executive Committee no later than May 1st, 2015.
**Project Approach**

The Committee Enhancement Initiative Task Force agreed throughout the process that the two primary factors that must be considered as we deliberated and formed our consensus recommendations were:

1. We need to provide more opportunities for our members to participate in the committee activities of the Association to foster growth and development of future leaders; and

2. Any recommended Committee Service Rules should not be so restrictive that they would jeopardize, or negatively impact, the Association’s strategic goals, fiscal stability, or operations.

While we recognize the importance of establishing rules to ensure more committee service opportunities for a larger segment of our membership to voluntarily participate in the Association’s activities, we also recognize the advantages of both maintaining a historical perspective of the committee’s activities by appointing members with prior experience on the committee and providing for a fresh perspective towards the committee’s activities by appointing new members to the committee as outlined in the APCO Policy Manual.

We believe that our recommendations accomplish these objectives.

**Policy Manual Committee Designations**

While section numbers may change due to additional information being added, the Task Force recommends keeping the committee designations as currently delineated in Article VII of the Policy Manual:

- Article VII, Section 7.1 Advisory Committees
- Article VII, Section 7.2 Standing Committees
- Article VII, Section 7.3 Special Committees and Task Forces
- Article VII, Section 7.4 Commercial Advisory Council
- Article VII, Section 7.5 Designated Committees

As the CEI Task Force began considering term and service limits for its committees, it became apparent that any set of established Committee Service Rules would not be a "one size fits all" because of the complex nature of the different categories of APCO committees and to apply all committee service rules across all types of committees would be counterproductive to enhancing our committee structure and process.

In order to determine which committees should be subject to the committee service rules versus those committees which should not, the Task Force completed a review of each Policy Manual section related to committees and developed the following recommendation.
Exemption/Waiver Process

The Task Force recommends the establishment of a process that identifies committees as exempt or non-exempt with regard to the Committee Service Rules to include a Waiver Process, as follows:

Exemption

Exempt committees are not subject to compliance with the Committee Service Rules that are contrary to those rules specific to the exempt committee as noted in the Policy Manual.

The Task Force recommends that the following committees be exempt:

<table>
<thead>
<tr>
<th>Exempt Committees</th>
<th>Policy Manual Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Training Program Committee</td>
<td>Article VII, Section 7.5^1</td>
</tr>
<tr>
<td>Automated Frequency Coordination (AFC) Advisory Committee</td>
<td>Article VII, Section 7.1, Subsection 1.1</td>
</tr>
<tr>
<td>Commercial Advisory Council</td>
<td>Article VII, Section 7.4</td>
</tr>
<tr>
<td>Commission on Accreditation for Law Enforcement Agencies Committee</td>
<td>Article VII, Section 7.3, Subsection 2</td>
</tr>
<tr>
<td>Communications Center Standards Committee</td>
<td>Article VII, Section 7.5, Subsection 2^2</td>
</tr>
<tr>
<td>Conference &amp; Exposition Advisory Committee</td>
<td>Article VII, Section 7.5, Subsection 4.5</td>
</tr>
<tr>
<td>Credentials Committee</td>
<td>Article VII, Section 7.5, Subsection 5.2</td>
</tr>
<tr>
<td>Finance &amp; Budget Committee</td>
<td>Article VII, Section 7.5, Subsection 6.2</td>
</tr>
<tr>
<td>Institute Advisory Committee</td>
<td>Article VII, Section 7.1, Subsection 1.1</td>
</tr>
<tr>
<td>Leadership Development Committee</td>
<td>Article VII, Section 7.5, Subsection 7.2</td>
</tr>
<tr>
<td>Management Committee</td>
<td>Article VII, Section 7.5, Subsection 8.2</td>
</tr>
<tr>
<td>Public Safety Foundation of America (PSFA) Advisory Committee</td>
<td>Article II, Section 2.2, Subsection 3.2 &amp; Article VII, Section 7.1, Subsection 1.1</td>
</tr>
<tr>
<td>Strategic Planning Committee</td>
<td>Article VII, Section 7.5, Subsection 10.2</td>
</tr>
<tr>
<td>Telecommunicator Emergency Response Teams (TERT) Committee</td>
<td>Article VII, Section 7.3, Subsection 2</td>
</tr>
</tbody>
</table>

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^1 new designated committee that needs eligibility specified in Policy Manual.
^2 transferred to designated committee; needs membership eligibility specified in Policy Manual.
The Task Force recommends that the Executive Committee consider directing the development of specific service eligibility and other terms of service language for inclusion in the Policy Manual for the Agency Training Program, Broadband, and Communications Standards Committees.

**Non-Exemption**

Non-Exemption means committees will be subject to the approved Committee Service Rules.

The Task Force recommends that the following committees be non-exempt:

<table>
<thead>
<tr>
<th>Non-Exempt Committees</th>
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</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Emerging Tech &amp; Data Transfer Committee</td>
<td>Article VII, Section 7.2</td>
</tr>
<tr>
<td>Awards Committee</td>
<td>Article VII, Section 7.2</td>
</tr>
<tr>
<td>Broadband Committee</td>
<td>Article VII, Section 7.5</td>
</tr>
<tr>
<td>Bylaws Committee</td>
<td>Article VII, Section 7.2</td>
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<tr>
<td>Cybersecurity Committee</td>
<td>Article VII, Section 7.5</td>
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<tr>
<td>Editorial Committee</td>
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<td>Historical Committee</td>
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<td>Professional Development Events Committee</td>
<td>Article VII, Section 7.2</td>
</tr>
<tr>
<td>Standards Development Committee</td>
<td>Article VII, Section 7.2</td>
</tr>
</tbody>
</table>

A Committee Structure and Exemption Status Chart for the committee year beginning July 1, 2015 is provided in Appendix B.

**Waiver Process**

The Task Force recommends the establishment of a waiver process to be available, under specific circumstances, to Committees to waive specific sections of the Committee Service Rules. Waivers should be submitted on a Committee Waiver Form. A draft of the recommended waiver form is provided in Appendix C. Waivers should only be submitted for specified reasons (such as an in-progress project that a member is integral to its completion) by the current committee Chair, through the Group Leader, to the Group Leader Chair. If recommended for approval by the Group Leader and Group Leader Chair, a waiver is then submitted as a formal recommendation to the Executive Committee. Waivers will be reviewed on a case-by-case basis and will only be approved for no more than a one year term.
**APCO Long Range Strategic Plan Gap Analysis**

The Task Force completed a high-level review of the current Long Range Strategic Plan (LRSP) in comparison to the current Committee structure, their scopes, and goals. First, each committee was listed and its work goals were correlated with the goals and strategies of the LRSP. The second step was to complete a "gap analysis" by plotting the correlations in a manner that identified each LRSP goal and strategy and which APCO governing bodies and committees were responsible for work towards specific LRSP goals and strategies. A matrix of the gap analysis results is provided in Appendix D. The result is the ability to analyze any LRSP goals and strategies not currently being addressed through either our governing bodies and/or committee structure.

There were a couple of factors the Task Force took into consideration as the basis for our analysis:

1. APCO’s current LRSP is nearing end of life as it was original published in 2010 and is set to expire by conference in 2015.
2. Work has been completed on a draft new LRSP to be submitted to the Quorum for vote at the August 2015 Annual Conference.

Therefore, the Task Force recommends that a more in-depth "gap analysis" should be conducted by the Group Leaders, in conjunction with the Strategic Planning Committee, and presented to the Executive Committee after the Quorum approves the next Long Range Strategic Plan.

APCO is partnered with a significant number of other organizations such as SAFECOM, NPSTC, and CALEA. We find currently there is no policy language addressing how these partner organizations and APCO interact on activities. As a part of a future analysis, the Task Force recommends that the Executive Committee consider framing the manner in which the Association interfaces with external organizations in writing and suggest utilizing the Policy Manual to maintain the information.

The Task Force believes, based on our gap analysis, that all other goals and strategies of the 2010 LRSP have been effectively met through a combination of activities APCO Committees and its governance bodies.

**Long Range Strategic Plan & Committee Goals in the Future**

With regard to the LRSP process and the Committee goals setting process, the Task Force recommends that each year as committee goals are set and approved, that each committee’s goals be specifically correlated with a goal and strategies of the current LRSP.

The Task Force further recommends that APCO incorporate an additional step in the activity planning process for committee work which identifies specific deliverables or work products required of each committee annually as a means to work towards achieving our long range strategic plan.
Committee Service Rules Recommendations

The Task Force recommends the following eligibility requirements, term limits, and service limits be established for Group Leaders, committee Chairs, committee Vice-Chairs, and committee members, as follows:

Group Leaders

The Task Force recommends the establishment of eligibility requirements, term limits and service limits for Group Leaders, as follows:

Eligibility Requirements

To be eligible to serve as a Group Leader, the appointee must be a member in good standing, have served a minimum of 5 years on 2 or more different APCO committees, with at least 1 year as a committee Chair.

Additionally, the Task Force recommends those members who have served at state or chapter levels and/or completed programs such as RPL be given priority consideration for service as a Group Leader.

Exception: The Task Force recommends that the Executive Committee consider exempting existing Group Leaders from these eligibility requirements for FY2016 so experienced Group Leaders can assist with the implementation of the Committee Enhancement Initiative recommendations.

Term Limits

A member selected to serve as a Group Leader may serve up to 4 continuous years. After the 4 years of service has been completed, the member will not be eligible to serve as a Group Leader again until they have completed a 2 year break in service.

Service Limits

A member serving as a Group Leader may not serve on any other committees or subcommittees, in any capacity, while serving as a Group Leader.

Exception: The Executive Committee may make additional special assignments of Group Leaders to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.

Span of Control

A Group Leader should not be assigned to supervise more than 5 committees, task forces or special committees at any given time. As additional committees are created, the Executive Committee should appoint additional Group Leaders to maintain the no more than 5 committee limit.
Other Group Leader Recommendations

The Task Force recommends changes to be made to the Group Leader structure, as follows:

**Group Leader Categories**

The Group Leader categories should be renamed from topical themes to a numerical approach. The current themes of operations, governance, technology, and member services have been impacted by workload balance issues over the years so the placement of committees in categories no longer really follows the themed approach. For example, the Historical Committee is currently under the Technology category. By using a numerical approach to identify groups of committees, workload balance as committees are added or removed in the future will be more manageable. We recommend using Group 1, Group 2, Group 3, etc.

**Group Leader Roles & Responsibilities**

The Task Force recommends that during the committee year of FY16 the Executive Committee charge the Group Leaders to complete the roles/responsibilities document. Given their experience, the Task Force believes that the Group Leaders are in the best position to document and prescribe the roles and responsibilities for future generations of Group Leaders.

**Committee Performance Evaluation**

The Task Force held in-depth discussions concerning the merits of conducting some level of performance or participation evaluation of Group Leaders, committee Chairs, committee Vice-Chairs and committee members. Recognizing that all committee members, regardless of their role, are volunteers who freely give of their time to APCO International and the public safety communications industry as a whole, we are sensitive to the fact that work and family demands at times precludes a member from participating as expected.

Conversely, the Task Force also recognizes that committee work is the primary criteria for senior and life member eligibility and, for that reason, recommends that some level of participation evaluation of committee members, Vice-Chairs, and Chairs, and Group Leaders be considered for implementation.

While committee members are currently rated by the Chair on a yearly basis, the Task Force recommends that the Group Leaders, in conjunction with committee Chairs and Vice-Chairs, explore participation evaluation further and develop recommendations to be presented to the Executive Committee for their consideration. Such deliberations should also include a method of self-evaluation and an evaluation of Group Leader performance and engagement.
Advisory Committees

The Task Force recommends that the Advisory Committees remain outside the purview of the Group Leaders as the Policy Manual specifies that Advisory Committees report directly to the Executive Committee.

Committee Chairs

The Task Force recommends the establishment of eligibility requirements, term limits and service limits for Committee Chairs, as follows:

Eligibility Requirements

To be eligible to serve on any APCO committee as a Chair, the appointee must be a member in good standing, have served a minimum of 2 years on the committee within the last 5 years, and meet any other prescribed eligibility criteria for the committees as established in the APCO Policy Manual.

Term Limits

A member selected to serve as Chair for any committee may serve up to 3 continuous years as Chair of the committee, subject to the maximum 4 years of committee service restriction. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again, in any capacity, until they have completed a 2 year break in service for the committee.

Service Limits

A member serving as Chair of any committee may not serve on any other committee or subcommittee, in any capacity.

Exception: The Executive Committee may make additional special assignments of Chairs to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.

Committee Vice-Chairs

The Task Force recommends the establishment of eligibility requirements, term limits and service limits for Committee Vice-Chairs, as follows:

Eligibility Requirements

To be eligible to serve on any APCO committee as a Vice-Chair, the appointee must be a member in good standing, have served a minimum of 1 year on the committee within the last 5 years, and meet any other prescribed eligibility criteria for the committee as established in the APCO Policy Manual.
**Term Limits**

A member selected to serve as Vice-Chair for any committee may serve up to 3 continuous years as Vice-Chair of the committee, subject to the maximum 4 years of committee service restriction. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again, in any capacity, until they have completed a 2 year break in service for the committee.

**Service Limits**

A member serving as Vice-Chair of any committee may not serve on any other committee or subcommittee, in any capacity.

*Exception: The Executive Committee may make additional special assignments of Vice-Chair to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.*

**Committee Members**

The Task Force concurs with the recommendations of the Board of Directors related to committee members, as follows:

**Eligibility Requirements**

To be eligible to serve on any APCO committee, the appointee must be a member in good standing and meet any prescribed eligibility criteria for specific committees established in the APCO Policy Manual.

**Term Limits**

A member selected for any committee may serve up to 4 continuous years on that committee. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again until they have completed a 2 year break in service for the committee unless allowed for in the Policy Manual.

**Service Limits**

A member may only serve on 2 committees at any given time.

*Exception: The only exception to this rule is the Credentials Committee. As the members of the Credentials Committee are all past-Presidents they may serve on two additional committees.*

A Committee Service Rules Matrix is provided in Appendix E.
Committee Chair and Vice-Chair Roles & Responsibilities

The Task Force discussed the importance of committee Chairs and Vice-Chairs being required to set meeting agendas, take meeting minutes, and upload those and other important committee work documents to PSConnect for on-going and historical perspective. However, we believe that there needs to be some additional consideration given to those required roles and responsibilities, therefore, we recommend that the Group Leaders are in the best position to develop formal requirements for the roles and responsibilities of committee Chairs and Vice-Chairs.

Task Force Recommendations Implementation Plan

The Task Force recognizes the criticality of proposing an effective implementation plan of the group’s recommendations ensuring we do not devastate the make-up of existing committees. There are advantages to both maintaining a historical perspective of the committee’s activities by appointing members with prior experience on the committee and providing a fresh perspective towards the committee’s activities by appointing new members to the committee.

Therefore, the Task Force recommends that the Committee Service Rules and other committee recommendations be implemented in a staggered, phased-in approach.

Phased Implementation Process

For continuity of service, the following phased process will be implemented with a goal of no more than a 25% turnover of committee members annually after the first 4 year cycle.

- If a member has served on the committee for 1 year, they may serve 3 more years.
- If a member has served on the committee for 2 years, they may serve 2 more years.
- If a member has served on the committee for 3 or more years, they may serve 1 more year.
- If a member is newly appointed this year, they may serve a full 4 years.

In years 1 and 2 of implementation, committee Chairs may submit a Waiver Request for existing members of the committee for continuity of service notwithstanding that service may exceed 4 consecutive years in such cases, with a maximum of 5 years.

With the membership continuing to grow, the Task Force recommends the Executive Committee establish a process to monitor and analyze the operational impact of the implemented recommendations on an annual basis. This will assist in identifying any modifications needed for the continued enhancement of committee service opportunities available to our membership.
**APCO Policy Manual Revisions**

The Task Force was also tasked with developing conforming language to the APCO Policy Manual for the implementation of the recommendations contained in this report. The Governance Document Workgroup completed this task and the recommended conforming language for the Policy Manual is provided in Appendix F of this report.

Additionally, one area that the Governance Document Workgroup identified as challenging during their deliberations is the utilization within the Policy Manual of the terms Executive Committee, Board of Directors, and Executive Committee of the Board of Directors. This resulted in much discussion amongst the Workgroup and the Task Force of the contextual meanings of these terms in regards to the committee policies. Although this was not specifically identified in the Task Force’s Work Plan, we recommend that the Executive Committee consider tasking the Bylaws Committee or other appropriate group, to review the Policy Manual and ensure the terminology being utilized accurately depicts the appropriate governing body for each contextual use of the terms.

**Conclusion**

The CEI Task Force respectfully submits this report as a compilation of our recommendations based on the scope and assigned tasks as we understand them. To supplement this report, we have included several Appendices as follows:

- **Appendix A:** Compilation of Recommendations
- **Appendix B:** Committee Structure & Exemption Status Chart
- **Appendix C:** Committee Waiver Request Form (draft)
- **Appendix D:** Gap Analysis Matrix
- **Appendix E:** Committee Service Rules Matrix
- **Appendix F:** Conforming Policy Manual Recommendations

We appreciate the opportunity to serve the Association in this important initiative and thank the Executive Committee for creating the Committee Enhancement Initiative and engaging the representative stakeholder groups on this Task Force.
Appendix A

Compilation of Recommendations
<table>
<thead>
<tr>
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<th>Recommendation</th>
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Article VII, Section 7.4 Commercial Advisory Council  
Article VII, Section 7.5 Designated Committees                                                                                                                                                                                                                                                                                                                             | 4               |
| 2  | The Task Force recommends the establishment of a process that identifies committees as exempt or non-exempt with regard to the Committee Service Rules to include a Waiver Process.                                                                                                                                                                                                                                                                                                           | 5               |
| 3  | The Task Force recommends that the following committees be exempt:  
• Agency Training Program Committee  
• Automated Frequency Coordination (AFC) Advisory Committee  
• Commercial Advisory Council  
• Commission on Accreditation for Law Enforcement Agencies (CALEA) Committee  
• Communications Center Standards Committee  
• Conference & Exposition Advisory Committee  
• Credentials Committee  
• Finance & Budget Committee  
• Institute Advisory Committee  
• Leadership Development Committee  
• Management Committee  
• Public Safety Foundation of America (PSFA) Advisory Committee  
• Strategic Planning Committee  
• Telecommunicator Emergency Response Teams (TERT) Committee                                                                                                                                                                                                                                                                                                        | 6               |
| 4  | The Task Force recommends that the Executive Committee consider directing the development of specific service eligibility and other terms of service language for inclusion in the Policy Manual for the Agency Training Program, Broadband, and Communications Standards Committees.                                                                                                                                                                                                                   | 6               |
| 5  | The Task Force recommends that the following committees be non-exempt:  
• 9-1-1 Emerging Tech & Data Transfer Committee  
• Awards Committee  
• Broadband Committee  
• Bylaws Committee  
• Cybersecurity Committee  
• Editorial Committee  
• Historical Committee  
• Member Chapter Services Committee  
• ProCHRT Committee  
• Professional Development Events Committee  
• Standards Development Committee | 6               |
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<tr>
<th></th>
<th>Recommendation</th>
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<tbody>
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</tr>
<tr>
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<td>8</td>
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<tr>
<td>17</td>
<td>The Task Force recommends an exception to the Group Leader service limits in that the Executive Committee may make additional special assignments of Group Leaders to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.</td>
<td>8</td>
</tr>
<tr>
<td>18</td>
<td>The Task Force recommends a Group Leader should not be assigned to supervise more than 5 committees, task forces or special committees at any given time. As additional committees are created, the Executive Committee should appoint additional Group Leaders to maintain the no more than 5 committee limit.</td>
<td>9</td>
</tr>
</tbody>
</table>
### Compilation of Recommendations

<table>
<thead>
<tr>
<th>Page</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>The Task Force recommends that the Group Leader categories should be renamed from topical themes to a numerical approach. By using a numerical approach to identify groups of committees, work load balance as committees are added or removed in the future will be more manageable. We recommend using Group 1, Group 2, Group 3, etc.</td>
</tr>
<tr>
<td>20</td>
<td>The Task Force recommends that during the committee year of FY16 the Executive Committee charge the Group Leaders to complete the roles/responsibilities document.</td>
</tr>
<tr>
<td>21</td>
<td>The Task Force recommends that some level of participation evaluation of committee members, Vice-Chairs, and Chairs, and Group Leaders be considered for implementation.</td>
</tr>
<tr>
<td>22</td>
<td>The Task Force recommends that the Group Leaders, in conjunction with committee Chairs and Vice-Chairs explore the issue of participation evaluation further and develop recommendations to be presented to the Executive Committee for their consideration. Such deliberations should include a method of self-evaluation and an evaluation of Group Leader performance and engagement.</td>
</tr>
<tr>
<td>23</td>
<td>The Task Force recommends that the Advisory Committees remain outside the purview of the Group Leaders as the Policy Manual specifies that Advisory Committees report directly to the Executive Committee.</td>
</tr>
<tr>
<td>24</td>
<td>The Task Force recommends the establishment of eligibility requirements, term limits and service limits for Committee Chairs.</td>
</tr>
<tr>
<td>25</td>
<td>The Task Force recommends that to be eligible to serve on any APCO committee as a Chair, the appointee must be a member in good standing, have served a minimum of 2 years on the committee within the last 5 years, and meet any other prescribed eligibility criteria for the committees as established in the APCO Policy Manual.</td>
</tr>
<tr>
<td>26</td>
<td>The Task Force recommends that a member selected to serve as Chair for any committee may serve up to 3 continuous years as Chair of the committee, subject to the maximum 4 years of committee service restriction. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again, in any capacity, until they have completed a 2 year break in service for the committee.</td>
</tr>
<tr>
<td>27</td>
<td>The Task Force recommends that a member serving as Chair of any committee may not serve on any other committee or subcommittee, in any capacity.</td>
</tr>
<tr>
<td>28</td>
<td>The Task Force recommends that the Executive Committee may make additional special assignments of Chairs to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.</td>
</tr>
<tr>
<td>29</td>
<td>The Task Force recommends the establishment of eligibility requirements, term limits and service limits for Committee Vice-Chairs.</td>
</tr>
<tr>
<td>30</td>
<td>The Task Force recommends to be eligible to serve on any APCO committee as a Vice-Chair, the appointee must be a member in good standing, have served a minimum of 1 year on the committee within the last 5 years, and meet any other prescribed eligibility criteria for the committee as established in the APCO Policy Manual.</td>
</tr>
</tbody>
</table>
## Compilation of Recommendations

<table>
<thead>
<tr>
<th></th>
<th>The Task Force recommends that a member selected to serve as Vice-Chair for any committee may serve up to 3 continuous years as Vice-Chair of the committee, subject to the maximum 4 years of committee service restriction. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again, in any capacity, until they have completed a 2 year break in service for the committee.</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>The Task Force recommends that a member serving as Vice-Chair of any committee may not serve on any other committee or subcommittee, in any capacity.</td>
<td>11</td>
</tr>
<tr>
<td>33</td>
<td>The Task Force recommends the Executive Committee may make additional special assignments of Vice-Chair to task forces or special committees, as necessary to conduct the business of the Association, in exception to this service limit rule.</td>
<td>11</td>
</tr>
<tr>
<td>34</td>
<td>The Task Force concurs with the recommendations of the Board of Directors related to committee Members.</td>
<td>11</td>
</tr>
<tr>
<td>35</td>
<td>The Task Force recommends that to be eligible to serve on any APCO committee, the appointee must be a member in good standing and meet any prescribed eligibility criteria for specific committees established in the APCO Policy Manual.</td>
<td>11</td>
</tr>
<tr>
<td>36</td>
<td>The Task Force recommends that a member selected for any committee may serve up to 4 continuous years on that committee. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again until they have completed a 2 year break in service for the committee unless allowed for in the Policy Manual.</td>
<td>11</td>
</tr>
<tr>
<td>37</td>
<td>The Task Force recommends a member may only serve on 2 committees at any given time.</td>
<td>11</td>
</tr>
<tr>
<td>38</td>
<td>The Task Force recommends that the only exception to this rule is the Credentials Committee. As the members of the Credentials Committee are all past-Presidents they may serve on two additional committees.</td>
<td>11</td>
</tr>
<tr>
<td>39</td>
<td>The Task Force recommends that the Group Leaders develop formal requirements for the roles and responsibilities of committee Chairs and Vice-Chairs.</td>
<td>12</td>
</tr>
<tr>
<td>40</td>
<td>The Task Force recommends that the Committee Service Rules and other committee recommendations be implemented in a staggered, phased-in approach as delineated in the Report.</td>
<td>12</td>
</tr>
<tr>
<td>41</td>
<td>With the membership continuing to grow, the Task Force recommends the Executive Committee establish a process to monitor and analyze the operational impacts of the implemented recommendations on an annual basis. This will assist in identifying any modifications needed for the continued enhancement of committee service opportunities available to our membership.</td>
<td>12</td>
</tr>
<tr>
<td>42</td>
<td>The Task Force recommends that the Executive Committee consider tasking the Bylaws Committee or other appropriate group, to review the Policy Manual and ensure the terminology being utilized accurately depicts the appropriate governing body for each contextual use of the terms.</td>
<td>12-13</td>
</tr>
</tbody>
</table>
Appendix B

Committee Structure & Exemption Status Chart
Appendix C

Committee Waiver Request Form
Appendix C: Committee Waiver Request Form

APCO Committee Waiver Request

Member Name: ____________________________
Committee Name: ____________________________
Committee Chair Name: ____________________________
Group Leader Name: ____________________________
Committee Year (FY): ____________________________

Submission Date: ____________________________

Reasons for Waiver Request

☐ Committee deliverable requiring this member's input to be successful. Expected completion date: ____________________________ (required)

☐ Committee membership would be negatively impacted by a high percentage of turnover of committee members based on Committee Service Rules - Term Limits.

☐ Other, please explain:

By signing below, I recommend this waiver request be granted for the specified term but for no more than a one year term by the APCO Executive Committee.

Committee Chair Signature: ____________________________
Group Leader Signature: ____________________________

By signing below, I recommend this waiver request as I believe it is in the best interest of APCO International.

Group Leader Chair Signature: ____________________________

Comments:

Executive Committee Approval: Approved Denied
Executive Committee Member Signature: ____________________________
Date: ____________________________

Comments:
Appendix D

Gap Analysis Matrix
<table>
<thead>
<tr>
<th>Goal #</th>
<th>Goal</th>
<th>Sub-Goals</th>
</tr>
</thead>
</table>
| Goal 1 | Assert APCO's leadership role in public safety communications | A. Effectively advocating before the U.S. Congress, Administration and federal agencies for public safety.  
B. Serving as a resource to policymakers at all levels.  
C. Driving the development of standards for public safety communications.  
D. Establishing and maintaining partnerships with key stakeholders.  
E. Positioning APCO as the organization of choice and an indispensable resource |

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>9-1-1 Emerging Technologies Committee</th>
<th>ProCHRT Committee</th>
<th>Communications Center Standards Committee</th>
<th>Cybersecurity Committee</th>
<th>Standards Development Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>CALEA Committee</td>
<td>CALEA Committee</td>
<td>Editorial Committee</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>Communications Center Standards Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td>Cybersecurity Committee</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td></td>
<td></td>
<td>Standards Development Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>Editorial Committee</td>
<td></td>
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<tr>
<td>6</td>
<td></td>
<td></td>
<td>Strategic Planning Committee</td>
<td></td>
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<tr>
<td>7</td>
<td></td>
<td></td>
<td>Member Chapter Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>NJTI (TERT) Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td>Pro-CHRT Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td>Professional Development Events</td>
<td></td>
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</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td>Standards Development Committee</td>
<td></td>
<td></td>
</tr>
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</table>
### APCO Committee Enhancement Initiative Task Force

#### Gap Analysis Matrix

<table>
<thead>
<tr>
<th>Goal #</th>
<th>Goal</th>
<th>Sub-Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 2</strong></td>
<td><strong>Enrich communications and outreach</strong></td>
<td><strong>A. Establishing professional networks to identify and advance communications solutions.</strong>&lt;br&gt;<strong>B. Convening and networking with stakeholders to resolve critical issues.</strong>&lt;br&gt;<strong>C. Demonstrating APCO’s value to new and existing audiences.</strong>&lt;br&gt;<strong>D. Adapting services to the needs of future public safety professionals.</strong>&lt;br&gt;<strong>E. Expanding the APCO brand globally.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Executive Committee, Board of Directors, Staff</th>
<th>Executive Committee, Board of Directors, Staff</th>
<th>Executive Committee, Board of Directors, Staff</th>
<th>Executive Committee, Board of Directors, Staff</th>
<th>Executive Committee, Board of Directors, Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadband Committee</td>
<td>Broadband Committee</td>
<td>Agency Training Program Committee</td>
<td>Agency Training Program Committee</td>
<td>Agency Training Program Committee</td>
<td>Agency Training Program Committee</td>
</tr>
<tr>
<td>CALEA Committee</td>
<td>Cybersecurity Committee</td>
<td>Awards Committee</td>
<td>Commercial Advisory Council</td>
<td>Awards Committee</td>
<td></td>
</tr>
<tr>
<td>Communications Center Standards Committee</td>
<td>Pro-CHRT Committee</td>
<td>CALEA Committee</td>
<td>Conference &amp; Exposition Advisory Committee</td>
<td>CALEA Committee</td>
<td></td>
</tr>
<tr>
<td>Cybersecurity Committee</td>
<td></td>
<td>Commercial Advisory Council</td>
<td>Cybersecurity Committee</td>
<td>Commercial Advisory Council</td>
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</tr>
<tr>
<td>Editorial Committee</td>
<td></td>
<td>Conference &amp; Exposition Advisory Committee</td>
<td>Strategic Planning Committee</td>
<td>Communications Center Standards Committee</td>
<td></td>
</tr>
<tr>
<td>NJTI (TERT) Committee</td>
<td>Cybersecurity Committee</td>
<td>Member &amp; Chapter Services Committee</td>
<td>Conference &amp; Exposition Advisory Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pro-CHRT Committee</td>
<td>Editorial Committee</td>
<td>NJTI (TERT) Committee</td>
<td>Cybersecurity Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Development Events Committee</td>
<td>Historical Committee</td>
<td>Standards Development Committee</td>
<td>Editorial Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning Committee</td>
<td>Member &amp; Chapter Services Committee</td>
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</tr>
<tr>
<td>Member &amp; Chapter Services Committee</td>
<td>NJTI (TERT) Committee</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>NJTI (TERT) Committee</td>
<td>Pro-CHRT Committee</td>
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<tr>
<td>Pro-CHRT Committee</td>
<td>Professional Development Events Committee</td>
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<tr>
<td>Professional Development Events Committee</td>
<td>Standards Development Committee</td>
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<tr>
<td>Standards Development Committee</td>
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</tr>
</tbody>
</table>
# Goal 3: Ensure APCO’s financial viability.

<table>
<thead>
<tr>
<th>Sub-Goal</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Prioritizing resources to remain effective and adaptive.</td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td>B. Exercising prudent fiscal management.</td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td>C. Identifying cut off points for initiatives no longer meeting expectations.</td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td>D. Developing quality business opportunities.</td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td>E. Diligently seeking grant revenues to support our mission.</td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
</tbody>
</table>

Finance and Budget Committee

Commercial Advisory Council
<table>
<thead>
<tr>
<th>Goal #</th>
<th>Goal</th>
<th>Sub-Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Goal 4</strong></td>
<td><strong>Foster effective use of public safety spectrum and technologies.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A. Advocating for the allocation and coordination of spectrum.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. Partnering with industry to promote innovation in future communication solutions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C. Developing a consistent approach to partnering with other associations, organizations and governmental agencies to influence the direction of existing and future communication solutions.</td>
</tr>
<tr>
<td></td>
<td><strong>Responsibility</strong></td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Executive Committee, Board of Directors, Staff</td>
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<tr>
<td></td>
<td>9-1-1 Emerging Technologies Committee</td>
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<tr>
<td></td>
<td>Commercial Advisory Council</td>
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<tr>
<td></td>
<td>Cybersecurity Committee</td>
<td></td>
</tr>
<tr>
<td>Goal #</td>
<td>Goal</td>
<td>Sub-Goals</td>
</tr>
<tr>
<td>--------</td>
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<td>-----------</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Ensure APCO’s growth and development.</td>
<td>A. Anticipating new trends and assessing their viability.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. Cultivating highly qualified teams of professional staff and subject matter experts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C. Recruiting and mentoring emerging leaders.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>D. Developing services that add value to member benefits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E. Enhancing member engagement and retention.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F. Expanding outreach to related professions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee, Board of Directors, Staff</td>
</tr>
<tr>
<td>Commercial Advisory Council</td>
</tr>
<tr>
<td>Cybersecurity Committee</td>
</tr>
<tr>
<td>Leadership Development Committee</td>
</tr>
<tr>
<td>Strategic Planning Committee</td>
</tr>
<tr>
<td>Member &amp; Chapter Services Committee</td>
</tr>
<tr>
<td>Professional Development Events Committee</td>
</tr>
<tr>
<td>Standards Development Committee</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Anticipating new trends and assessing their viability.</td>
</tr>
<tr>
<td>B. Cultivating highly qualified teams of professional staff and subject matter experts.</td>
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<tr>
<td>C. Recruiting and mentoring emerging leaders.</td>
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</tr>
<tr>
<td>F. Expanding outreach to related professions.</td>
</tr>
<tr>
<td>Standards Development Committee</td>
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</table>
Appendix E

Committee Service Rules Matrix
### Committee Service Rules Matrix

**May 1, 2015**

<table>
<thead>
<tr>
<th>Position</th>
<th>Eligibility</th>
<th>Term Limit (continuous; requires 2 yr break in service)</th>
<th>Service Limits</th>
<th>Span of Control (# committees)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Leader</strong></td>
<td>minimum 5 yrs service, on 2 or more different committees, with 1 term as Chair</td>
<td>up to 4 years</td>
<td>no additional service, except special assignments</td>
<td>5</td>
</tr>
<tr>
<td><strong>Chair</strong></td>
<td>minimum 2 yrs committee service within the last 5 years, meet any other PM eligibility requirements</td>
<td>up to 3 years, subject to 4 year committee service restriction</td>
<td>no additional service, except special assignments</td>
<td>1</td>
</tr>
<tr>
<td><strong>Vice Chair</strong></td>
<td>minimum 1 yr committee service within last the 5 yrs, meet any other PM eligibility requirements</td>
<td>up to 3 years, subject to 4 year committee service restriction</td>
<td>no additional service, except special assignments</td>
<td>1</td>
</tr>
<tr>
<td><strong>Member</strong></td>
<td>member in good standing and meet any other PM eligibility requirements</td>
<td>up to 4 years</td>
<td>may only serve on 2 committees, Credential Committee membership does not count against 2 committee maximum</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Conforming Policy Manual Recommendations

This purpose of this document is to reflect the recommended changes to the Policy Manual based on the report recommendations. Please note that the page numbers and section titles in the footer are not correct and will be corrected in the actual policy manual revisions. There are also spacing and pagination issues which will be addressed in the actual policy manual revisions.
ARTICLE VII: COMMITTEES, TASK FORCES AND SERVICE RULES

SECTION 7.1: PROVISIONS AND STATUS ASSIGNMENTS

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To provide for the establishment of committees and task forces to advise the Board of Directors with regard to the operation of Association subsidiaries, departments or programs.

AUTHORITY

In accordance with Article VII of the Association’s Bylaws, the Board of Directors is authorized to create Standing and Designated Committees. The elected Executive Committee of the Board of Directors is authorized to create Special Committees, Advisory Committees and Task Forces and to appoint Group Leaders in accordance with this Article.

STATUS DEFINITION

For purposes of this Article, Committees are assigned a specific status:

1.0 Exempt: Exempt committees are not subject to compliance with the Committee Service rules that are contrary to those rules specific to the exempt committee as noted in the Policy Manual a committee that is not subject to compliance with those Committee Service Rules which are contrary to service rules specific to a given committee which are currently delineated in the Policy Manual.

1.1 Exempt Committees
- Agency Training Program Committee
- Automated Frequency Coordination (AFC) Advisory Committee
- Commercial Advisory Council
- Commission on Accreditation for Law Enforcement Agencies
- Communications Center Standards Committee
- Conference and Exhibition Committee
- Credentials Committee
- Finance & Budget Committee
- Institute Advisory Committee
- Leadership Development Committee
- Management Committee
- Strategic Planning Committee
- Telecommunicator Emergency Response Teams (TERT) Committee

2.0 Non-Exempt: a committee that is subject to the approved Committee Service Rules.

2.1 Non-Exempt Committees
- 9-1-1 Emerging Tech & Data Transfer Committee
Awards Committee  
Broadband Committee  
Bylaws Committee  
Cybersecurity Committee  
Editorial Committee  
Historical Committee  
Member Chapter Services Committee  
ProCHRT Committee  
Professional Development Event Committee  
Standards Development Committee

**SERVICE RULES**

A Committee Chair or Vice-Chair may not Chair or serve on any other committee concurrently. Chairs and Vice-Chairs may not serve on subcommittees of any committee.

**COMMITTEE TERM LIMITS**

To manage the availability of committee assignments and ensure new members are given committee work opportunities the following limits are established:

3.0 A member may serve on a specific committee for no more than 4 continuous years unless otherwise allowed for in the Policy Manual.

3.1 A member may apply to serve on the same committee again after a 2 year break in service.

3.2 A member selected to serve as Chair or Vice-Chair for any committee may serve up to 3 continuous years as Chair or Vice-Chair of the committee, subject to the maximum 4 years of committee service restriction. After the 4 years of service has been completed, the member will not be eligible to serve on the same committee again, in any capacity, until they have completed a 2 year break in service for the committee. Committee Chairs and Vice-Chairs may serve on a specific committee for no more than 3 continuous years.

**WAIVERS**

Waivers – a waiver of term limits is available under specific circumstances to non-exempt committees to waive specific sections of the Committee Service Rules. Waivers must be submitted on the Committee Waiver Form. Waivers shall only be granted for certain specified reasons (such as an in-progress project that a member is integral to its completion) by the current Committee Chair, through the Group Leader, to the Group Leader Chair. If recommended for approval by the Group Leader and the Group Leader Chair, a waiver is then submitted as a formal recommendation to the Executive Committee. Waivers will be reviewed on a case-by-case basis and will only be approved for a one year term.
ARTICLE VII: COMMITTEES, AND TASK FORCES

AND SERVICE RULES

SECTION 7.42: ADVISORY COMMITTEES

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To provide for the establishment of advisory committees to advise the Board of Directors with regard to the operation of Association subsidiaries, departments or programs.

AUTHORITY

The Executive Committee of the Board of Directors is authorized to create Advisory committees in accordance with Article VII of the Association's Bylaws.

POLICY

1. The Executive Committee of the Board of Directors (“Board”) may create Advisory Committees to assist in the management and function of a subsidiary, department or program.
   1.1 The composition of each such Advisory Committee shall be defined in the Policy and Procedures Manual for that Advisory Committee.
   1.1.1 The Executive Committee of the Board shall establish a plan for appointing members to each Advisory Committee that provides for both a continuity of participation from year-to-year for purposes of maintaining a historical perspective of the committee’s activities and for the introduction of new members for the purpose of attaining a fresh perspective.
   1.1.2 Individuals may serve successive terms if so appointed.
   1.2 To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, any Committee listed in the Appendix of this section shall be considered an “Advisory Committee”.

2. The Executive Committee of the Board shall cause a set of goals and objectives to be established for each Advisory Committee at the beginning of each fiscal year.

3. The Executive Committee of the Board shall provide monies in the annual budget to permit at least two meetings of each Advisory Committee of which one such meeting may be held in person in conjunction with the Annual Conference.
4. The Executive Committee of the Board may also appoint Advisory Committees to provide ongoing advice over major areas of programmatic activity. Such Committees shall operate in a manner comparable to the requirements of Special Committees and Task Forces in this Policy Manual, except such Advisory Committees do not have to be of limited duration.

APPENDIX

The following is a list of Advisory Committees:

AFC Advisory Committee – Advise AFC in fulfillment of its mission of providing frequency coordination services for public safety spectrum.

Institute Advisory Committee – Advise the Institute in fulfillment of its mission to provide training and support to the public safety communications community.

PSFA Advisory Committee – Advise the PSFA in fulfillment of its mission of providing financial and technical support to the public safety communications community.
ARTICLE VII: COMMITTEES, AND-TASK FORCES AND SERVICE RULES

SECTION 7.23: STANDING COMMITTEES

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To provide for the establishment and staffing of certain required committees (to be known as Standing Committees) of the Association to advise the Board of Directors with regard to issues of operation of the Association and/or significant issues affecting the public safety community.

AUTHORITY

The Board of Directors is authorized to create Standing committees in accordance with Article VII of the Association’s Bylaws.

POLICY

1. The Board of Directors shall establish at the beginning of each fiscal year the Standing Committees identified in this Section.

1.1. The Executive Committee of the Board shall establish and implement a procedure for seeking volunteers to serve on Standing Committees. Such procedure shall include a notification process to eligible persons encouraging them to volunteer for one or more committees. Appointment of individuals to serve on each Standing Committee shall be at the discretion of the President subject to concurrence by the remaining members of the Executive Committee of the Board of Directors (“Board”) and to the membership restrictions listed herein.

1.1.1. Members may be appointed from any membership category, except as may be otherwise restricted herein for a particular committee. Individuals
who are not members of the Association may be appointed when they have the potential for making a significant contribution to the function of the committee. In making such appointments, the President and the remaining members of the Executive Committee of the Board should consider the advantages of both maintaining a historical perspective of the committee’s activities by appointing members with prior experience on the committee and providing for a fresh perspective towards the committee’s activities by appointing new members to the committee.

1.1.2 Members may be appointed from any membership category, except as may be otherwise restricted herein for a particular committee. Individuals who are not members of the Association may be appointed when they have the potential for making a significant contribution to the function of the committee. Once the annual committee volunteer sign up is closed, the Group Leaders and APCO Staff Liaison will send the Committee Chairs the list of volunteers in the following manner:

1.1.3 The Executive Committee of the Board shall establish and implement a procedure for seeking volunteers to serve on Standing Committees. Such procedure shall include a notification process to eligible persons encouraging them to volunteer for one or more committees. The list of members selecting the committees as their first choice will be sent to Committee Chairs with a due date no later than 2 weeks for their selections.

1.1.4 In making such appointments, the President shall endeavor to seek members from geographically diverse parts of the country from a variety of jurisdictions, from agencies of various sizes, and from a variety of disciplines. After the first round of selections by the Chairs, a second list will be sent to the Chairs to include all of the members that were not selected for their first choice along with the remaining 2nd and 3rd preferences. The Chairs will have 2 weeks to complete this selection process.

1.1.5 The second round will include which members were selected to committees during the first round.

1.1.6 Preference will be given to RPL graduates and may also be given to other members that were not selected to any committee during the first round.

1.1.7 By the final round any remaining RPL graduates will be placed on at least one committee in view of the service commitments associated with their certification.

1.1.8 All selections shall be completed by June 1st and submitted to the Executive Committee of the Board for final approval.

1.2 Appointment of a “Chair” for each Standing Committee shall be at the discretion of the First Vice President subject to concurrence by a majority vote of the remaining members of the Executive Committee of the Board, except as may be otherwise defined herein for a specific committee.

1.2.1.1 The “Chair” of each committee shall be a member of the Association in
good standing in the “Full Member” category except that the “Chair” of the Commercial Advisory Council shall be a member in the “Commercial Member” category.

1.2.2.1.2. The “Chair” of each committee shall have served on the committee during the year prior to appointment as the “Chair” except in circumstances wherein the “Chair” is otherwise defined.

1.2.3.1.3. In the event none of the current members of a committee are willing or qualified to serve as “Chair”, then the Executive Committee of the Board shall seek the advice of the relevant Group Leader in the selection of another member to serve as “Chair”.

1.3.1. The “Chair” of each Standing Committee shall be empowered to:

1.3.1.4. Divide the committee into sub-committees, workgroups, or other sub-divisions as a means of furthering the business of the committee with notification to the Group Leader of such assignments.

1.3.2. Exclude the participation of any committee member in the activities of the committee when, in the Chair’s opinion, a conflict-of-interest will exist. The Chair should discuss this with the affected member and, if there is disagreement, seek the advice of the relevant Group Leader and/or the Executive Committee of the Board.

3.1.3 Appointment of a “Vice-Chair” for any committee is required and shall be at the discretion of the Chair subject to the approval of the Group Leader.

3.1.4 A “Vice-Chair” of each committee shall have served at least 1 year within the previous 5 years on that committee.

4.1.4. The Executive Committee of the Board shall cause a set of goals and objectives to be established for each Standing Committee at the beginning of each fiscal year.

4.1.4.1. The Chair of each Standing Committee shall submit a report twice each fiscal year identifying progress towards completing the committee’s goals and objectives. Such report shall be submitted to APCO Headquarters and reviewed by the Executive Committee of the Board.

4.5.1. The Executive Committee of the Board shall provide monies in each year’s budget to support each Standing Committee’s activities. The Executive Committee shall have sole discretion in determining an appropriate amount subject to an override of such decision by the Board of Directors.

4.15.1. In general, the Chair shall have the authority to expend those funds approved by the Executive Committee of the Board for the committee’s budget with the following exception:

4.15.1.1. Prior to the requested travel taking place the Chair shall submit to the Executive Committee of the Board through the relevant Group Leader a travel request memo detailing the goals and objectives that will be accomplished by the face to face meeting. All travel will comply with those Sections of Article IX of this Policy.
Manual that apply.

54-5.2.1.2—The Executive Committee of the Board and/or the Committee Chair, subject to the approval of the Executive Committee of the Board, may seek funding for the Committee’s activities from sources other than the Association. Such sources may include grants and donations to the extent that the acceptance of such grant or donation does not create a conflict of interest or the appearance of such conflict. The Executive Committee shall notify the Board of Directors of the acceptance of all such grants or donations in accordance with the Significant Action Procedures of this Policy Manual.

4.66.1—The Board of Directors may designate one of its members to serve as an observer to each Standing Committee.

1.77.1—The Executive Director shall designate a staff member to serve as “staff liaison” for each Standing Committee.

4.77.1.1—The “staff liaison” will assist the Committee Chair in making arrangements for meetings and/or teleconference calls.

1.77.1.2—The “staff liaison” will assist the Committee Chair in preparing all reports.

4.77.1.3—The “staff liaison” shall ensure that the Committee’s reports are distributed to the Board of Directors and the Executive Director, and the Editor of the official APCO magazine. The “staff liaison” also shall ensure the Committee’s reports are provided to the Executive Council as part of the printed materials distributed for its annual meeting.

4.8—The Executive Committee of the Board shall designate Group Leaders to oversee groups of Standing and other Committees.

1.8.1—Each Group Leader shall be assigned a group of Standing Committees, Special Committees, Task Forces, and projects to monitor their performance and ensure such work is in compliance with the Association’s Long Range Strategic Plan and that the work of each group is coordinated and not duplicative.

8.11.9—To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, any Committee listed in the Appendix of this section shall be considered a “Standing Committees.”
APPENDIX

The following is a list of Standing Committees:

9-1-1 Emerging Technologies Committee – Provide guidance to the Board of Directors and other groups on matters related to 9-1-1.

Awards Committee – Coordinate and promote the Association’s Public Safety Awards Program.

Bylaws Committee – Maintain the Association Bylaws and Policy Manual and coordinate amendments to such.

Communications Center Standards Committee – Develop and maintain standards, certifications, core competencies, and effective practices for public safety communications.

Editorial Committee – Advise on matters related to the Association magazine and its eNews portal.

Historical Committee – Provide guidance on matters related to items of historical significance to the Association, its Chapters, and Affiliates.

Member and Chapter Services Committee (MCSC) – Provide guidance with regard to the relationship of the Association with its members and chapters.

ProCHRT Committee – Champion the professionalism of the public safety communicator.

Professional Development Events Committee (PDEC) – Assist with programs and topics for Association conferences, summits, and symposiums.

Spectrum Management Committee – Provide guidance on regulatory and other matters related to radio spectrum.
ARTICLE VII: COMMITTEES, TASK FORCES AND SERVICE RULES

SECTION 7.34: SPECIAL COMMITTEES AND TASK FORCES

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To provide for the establishment of Special Committees and Task Forces of the Association to advise the Board of Directors with regard to issues of operation of the Association and/or with regard to significant issues affecting the public safety community.

AUTHORITY

The Executive Committee of the Board of Directors is authorized to create Special Committees and Task Forces in accordance with Article VIII of the Association's Bylaws.

POLICY

1. The Executive Committee of the Board of Directors (“Board”) may establish Special Committees and Task Forces as it may determine to be necessary.
   1.1—In general, the difference between a “Special Committee” and a “Task Force” is the length of time the group is expected to be in existence.
      1.1.1—A “Special Committee” may be expected to be in existence for a period greater than two (2) years.
      1.1.2—A “Task Force” may be expected to be in existence for a period of less than two (2) years.
   1.2—The Executive Committee shall notify the Board of Directors in accordance with the Significant Action Procedures of this Policy Manual when it creates a new Special Committee or Task Force. Such notification shall include a description of the goals and objectives of the Special Committee or Task Force.
   1.3—The Executive Committee of the Board may disestablish a Special Committee or Task Force whenever it deems that the work of the Special Committee or Task Force has been substantially completed or that the Special Committee or Task Force no longer serves a useful purpose.
   1.3.1—The Executive Committee shall notify the Board of Directors in accordance with the Significant Action Procedures of this Policy Manual when it disestablishes a Special Committee or Task Force.
2. **Appointment of individuals to serve on each Special Committee or Task Force shall be at the discretion of the President subject to concurrence by the remaining members of the Executive Committee of the Board and subject to membership restrictions listed herein.**

2.1—In making such appointments, the President and the remaining members of the Executive Committee of the Board should consider the advantages of both maintaining a historical perspective of the group’s activities by appointing members with prior experience on the Special Committee or Task Force and providing for a fresh perspective towards the group’s activities by appointing new members.

2.2—Members may be appointed from any membership category. Members also may be appointed from amongst individuals who are not members of the Association when such individuals have the potential for making a significant contribution to the function of the Special Committee or Task Force.

2.3—The Executive Committee of the Board shall establish and implement a procedure for seeking volunteers to serve on Special Committees and Task Forces. Such procedures shall include a notification process to eligible persons encouraging them to volunteer for one or more committees.

2.4—In making such appointments, the President shall endeavor to seek members from geographically diverse parts of the country; members from a variety of jurisdictions to include state, county, and local agencies and to include large, medium, and small agencies; and members from a variety of disciplines to include all types of public safety agencies.

2.5—To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, any Committee listed in the Appendix of this Section shall be considered a “Special Committee”.

3.—Appointment of a “Chair” for each Special Committee and Task Force shall be at the discretion of the President subject to concurrence by a majority vote of the remaining members of the Executive Committee of the Board.

3.1—The “Chair” of each Special Committee or Task Force shall be a member of the Association in good standing in the “Full Member” category.

3.2—The “Chair” of each Special Committee or Task Force shall have served on the Special Committee/Task Force during the year prior to appointment as the “Chair” excepting during the first year after of its formation.

4.—The “Chair” of each Special Committee or Task Force shall be empowered to:

4.1—Divide the Special Committee or Task Force into sub-committees, workgroups, or other sub-divisions as a means of furthering its business with notification to the Group Leader of such assignments.

4.2—Exclude the participation of any Special Committee or Task Force member in the activities of the group when, in the Chair’s opinion, a conflict-of-interest will exist. The Chair should discuss this with the affected member and, if there is disagreement, seek the advice of the relevant Group Leader and/or the Executive Committee of the Board.

5.—The Executive Committee of the Board shall cause a set of goals and objectives to be established for each Standing Special Committee and Task Force when it is established and at the beginning of each fiscal year thereafter.
5.1—The Chair of each Special Committee and Task Force shall submit a report at least once each quarter identifying progress towards completing the group’s goals and objectives. Such report shall be submitted to Association staff and reviewed by the Board of Directors.

6.—The Executive Committee of the Board shall provide monies in each year’s budget to support the activities of each Special Committee and Task Force. The Executive Committee of the Board shall have sole discretion in determining an appropriate amount subject to an override of such decision by the Board of Directors.

6.1—In general, such monies shall provide for the Special Committee or Task Force to meet periodically during the year via teleconference call.

6.2—The Executive Committee of the Board and/or the Special Committee or Task Force Chair, subject to the approval of the Executive Committee of the Board, may seek funding for the group’s activities from sources other than the Association. Such sources may include grants and donations to the extent that the acceptance of such grant or donation does not carry the stigma of a conflict of interest or the appearance of such conflict. The Executive Committee shall notify the Board of Directors of the acceptance of all such grants or donations in accordance with the requirements of Significant Action Procedures section of this Policy Manual.

7.—The Board of Directors may designate one of its members to serve as an observer to each Special Committee and Task Force.

8.—The Executive Director shall designate a staff member to serve as “staff contactliaison” for each Special Committee and Task Force.

8.1—The “staff contactliaison” will assist the Special Committee or Task Force Chair in making arrangements for meetings and/or teleconference calls.

8.2—The “staff contactliaison” will assist the Special Committee or Task Force Chair in preparing the quarterly reports.

8.3—The “staff contactliaison” shall ensure that the Special Committee or Task Force’s reports are distributed to the Board of Directors and the Executive Director, and the Editor of the official APCO magazine. The “staff contactliaison” also shall ensure the Special Committee/Task Force’s reports are provided to the Executive Council as part of the printed materials distributed for its annual meeting.
APPENDIX

The following is a list of current Special Committees and Task Forces:

CALEA Committee – Promote the APCO partnership with the Commission on Accreditation for Law Enforcement Agencies (CALEA), honor accredited agencies, and provide expertise to review standards. [Note: Members of this Committee must be engaged in the CALEA accreditation process as either an accreditation manager or assessor.]

Cybersecurity Committee – Conduct research and provide recommendations concerning illegal intrusions into IP based PS communications networks.

National Joint TERT Initiative Committee – Develop criteria and foster relationships that promote the deployment of Telecommunicator Emergency Response Teams (TERT).

The following is a partial list of former Special Committees and Task Forces:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Start Date – End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards &amp; Recognition Task Force</td>
<td>October 2009 – June 2011</td>
</tr>
<tr>
<td>Branding Task Force</td>
<td>November 2009 – March 2012</td>
</tr>
<tr>
<td>Committee Enhancement Initiative Task Force</td>
<td>March 2015-May 2015</td>
</tr>
<tr>
<td>Data Usability Task Force</td>
<td>July 2007 – June 2009</td>
</tr>
<tr>
<td>Governance Task Force</td>
<td>July 2004 – June 2005</td>
</tr>
<tr>
<td>Governance Reform Task Force</td>
<td>June 2013 – December 2013</td>
</tr>
<tr>
<td>Membership Task Force</td>
<td>July 2006 – June 2008</td>
</tr>
<tr>
<td>ProCHRT (Converted to a Standing Committee)</td>
<td>April 2009 – June 2012</td>
</tr>
<tr>
<td>Special Conference Task Force (Converted to the Conference &amp; Exposition Advisory Committee)</td>
<td>August 2010 – June 2012</td>
</tr>
<tr>
<td>Strategic Governance Initiative Task Force</td>
<td>January 2008 – August 2009</td>
</tr>
</tbody>
</table>
ARTICLE VII: COMMITTEES AND TASK FORCES
AND SERVICE RULES

SECTION 7.45: COMMERCIAL ADVISORY COUNCIL

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To establish a structure for the Commercial Advisory Council and selection procedures for its representative on the Board of Directors.

AUTHORITY

The composition of the Board of Directors shall include one member of the Commercial Advisory Council selected pursuant to Article VII of the Bylaws.

POLICY

1. The Commercial Advisory Council (“CAC”) shall:
   1.1 Provide guidance and support to enhance the Association’s relationships with the commercial community;
   1.2 Provide guidance and support to the Executive Director and the Annual Conference staff on matters related to the exposition portion of the Annual Conference and other conferences or events that involve corporate sponsorship and/or participation;
   1.3 Support APCO’s Corporate Partnership Program;
   1.4 Assist staff in soliciting sponsors for APCO’s Annual Conference, its symposiums, and such activities for which sponsorships may be appropriate;
   1.5 Promote active participation of members in the “Commercial Member” category at the Chapter level, including participation in the Chapter Commercial Advisory Member (“CCAM”) program;
   1.6 Support expansion of APCO into other parts of the world through existing International Chapters and Affiliates or through the development of new
International Chapters and Affiliates; and

1.7 Elect one of its members as a representative to the Board of Directors.

2. Membership on the CAC is restricted to current members of the Association in the “Commercial Member” category.

2.1 No more than one APCO Commercial Member from any particular corporation or other eligible organization (including its subsidiaries and affiliates) shall serve on the CAC at any given time.

2.2 It is understood that multiple CAC members may find themselves working for the same company during their membership term due to mergers, acquisitions, buyouts, etc. These members will be allowed to finish out the current APCO year as CAC members. During this period they shall decide amongst themselves which one will continue as the CAC member. Individuals leaving the CAC membership rolls under these circumstances are encouraged to continue working with the CAC as non-members if they so desire.
3. The Annual Meeting of the CAC shall be held in conjunction with the Association’s Annual Conference at a place and time that is announced to Commercial Members at least 30 days in advance.

3.1 Any Commercial Member is welcome to attend the Annual Meeting of the CAC, gain speaking rights through the presider, and make nominations from the floor, but only installed members of the CAC may vote on matters, including elections.

4. Composition of the CAC and Nominations Process

4.1 The CAC shall consist of no fewer than 12 and no more than 24 representatives as recommended by the CAC Nominations Committee and elected at the CAC Annual Meeting to staggered four-year terms in which no more than approximately one-fourth of the CAC is selected each year, plus filling any vacancies created due to resignations or removals as addressed elsewhere in this Policy.

4.2 The Nominations Committee shall nominate, at the Annual Meeting, a single slate of candidates from among all eligible Commercial Members for election as members of the CAC. A single slate means that the Committee shall nominate only the number of candidates needed to fill the vacant seats and/or seats that are expiring at the Meeting. The Nominations Committee will prepare the slate based upon the positions and terms of said positions that will be filled.

4.2.1 The Nominations Committee shall issue a Call for Nominations no later than April 1 of each year and will accept nominations for a minimum of sixty days.

4.2.2 In preparing its recommended slate, the Nominating Committee shall strive to ensure the CAC as a whole reflects a diversity of regions, commercial interests, experience levels and skills.

4.2.3 By July 1 the Nominations Committee shall issue a report to the CAC and Commercial membership on the nominated slate of members.

4.2.4 Nominations from any eligible Commercial Member must also be accepted from the floor. Nominations do not have to be seconded.

4.2.5 The current membership of the CAC will vote from the full slate of nominees to select the appropriate number of members due to be elected.

4.3 Successfully elected candidates to the CAC shall be installed immediately. With the new CAC members installed, elections shall proceed for the leadership positions noted below, depending on the year.

5. Chair and Vice-Chair

5.1 A Chair and Vice-Chair shall be elected from and by members of the CAC in an even-numbered year to a two-year term and shall serve no more than four consecutive years in the same office.

5.2 The Chair and Vice-Chair shall have served on the CAC during the year prior to their election except in circumstances where no candidates meeting this
qualification have sought the position.

5.3 The Chair shall preside at all meetings of the CAC, except the elections portion of the Annual Meeting shall be conducted by the Nominations Chair, or another member of the Nominations Committee. In the absence of the Chair, the Vice-Chair shall perform the duties of the Chair.

6. CAC Representative to the Board of Directors (“Board”)

6.1 The CAC Representative to the Board shall be elected in an odd-numbered year to a two-year term and shall serve no more than four consecutive years. To be eligible for nomination to this position, the individual shall have served on the CAC during the year prior to election to the position.

6.2 The nomination for this position shall include submission of all of the following:

6.2.1 A statement identifying the member’s qualifications and interest in service (not to exceed 300 words);

6.2.2 A signed Expectations of Service in Appendix I; and

6.2.3 A signed Employer’s Concurrence of Candidacy in Appendix II.

6.3 The Nominations Chair must receive all nomination packages no later than July 10 of the year in which the candidate is seeking election.

6.4 Only those CAC members filing complete nomination packages by the above deadline will be eligible to stand for election. If no member files a complete nomination package by the deadline, only then shall nominations for this position be accepted from the floor. Nominations do not have to be seconded, however, nominees will have to sign the Expectations of Service in Appendix I before the election may proceed. A signed Employer’s Concurrence of Candidacy in Appendix II shall be submitted to the Executive Director no later than 30 days following the CAC Representative’s election.

6.5 Limited Proxy Authority at Board of Director Meetings

6.5.1 The CAC Representative needs to make participation in Board meetings a priority, but should s/he be unavailable to participate in person or by teleconference, the CAC Representative shall designate the CAC Chair, or Vice-Chair (should the Chair also not be available), to participate and vote the CAC Representative’s proxy provided written notification is presented to the presiding officer by the start of the Board meeting.

6.5.2 Such proxy notice must specifically identify the Board meeting date in question and the holder of the proxy and must be signed by the CAC Representative. Faxed or e-mailed versions of the proxy notice may suffice provided that the authenticity can reasonably be verified.

6.5.3 Failure by the CAC Representative to participate in a Board meeting without securing a proxy shall be regarded as an unexcused absence.

6.6 Removal. The CAC Representative may be removed on the basis of any of the following:

6.6.1 Malfeasance, misfeasance, or nonfeasance of duty, or for committing an act that brings significant discredit to the Association. Such removal shall be decided by following the Impeachment Processing Procedures of this
Policy Manual.

6.6.2 More than one unexcused absence from a scheduled Board meeting during the year as determined by the Executive Committee with a concurrence vote by a simple majority of the Board of Directors.

6.6.3 A vote of “removal for cause” rendered by at least two-thirds of the entire CAC based on documented violations of the Expectations of Service in Appendix I.

6.6.3.1 Such a “removal for cause” petition must be filed with the Executive Director by at least three CAC members or a simple majority of the Board of Directors. The written complaints in the petition must be confined to violations of the Expectations of Service.

6.6.3.2 Upon receipt of the “removal for cause” petition, the Executive Director shall immediately notify the accused and the CAC members. The Executive Director shall also notify the remaining members of the Board of Directors on a “for information only” basis.

6.6.3.3 The accused, at his/her option, has ten business days in which to issue a written rebuttal to the complaints in the petition, which the Executive Director shall immediately forward to the same parties listed in 6.6.3.2.

6.6.3.4 The CAC Chair, or Vice-Chair in the absence or recusal of the Chair, shall conduct a meeting of the CAC to be scheduled within thirty days of receipt of the petition and based on at least ten days’ notice to all parties. Such meeting can be conducted by teleconference or other means. It may be conducted by the Association President or another member of the Executive Committee of the Board designated by the President should both the CAC Chair and Vice-Chair not be available, or decline to conduct the meeting, or are judged by the President to not be impartial.

6.6.3.5 The meeting in 6.6.3.4 shall culminate in a vote on the “removal for cause” issue. A petition that receives a two-thirds affirmative vote of the entire CAC will result in the accused’s removal from the Board. If the petition is not approved, a “removal for cause” petition may not be filed against the same CAC Representative for at least 180 days from the date of the vote.

7. Election Procedures for Chair, Vice-Chair and CAC Representative to the Board

7.1 The Nominations Chair (or designee) shall give each candidate for each office in turn, based on alphabetical order by last name, up to two minutes to present their qualifications. The Nominations Chair shall remain neutral throughout the deliberations and offer no opinions as to the relative merits of the candidates.

7.2 The Nominations Chair (or designee) will conduct the election for each office by paper ballot of all CAC members that are present for the elections meeting.
Each member may only vote once per round of balloting for each available position.

7.3 If no candidate for an office receives a simple majority of the vote on the first ballot, then a “run-off” election shall be conducted.

7.3.1 If more than two candidates had run for the post in which no single candidate received a majority of the votes, then that candidate receiving the least number of votes shall be eliminated from further consideration.

7.3.2 If more than one candidate is tied for receiving the least number of votes yet at least two other candidates remain in contention by having received a higher number of votes, then all such tied candidates receiving the least number of votes shall be eliminated from further consideration.

7.3.3 If after the second ballot, three or more candidates remain in contention with none having received a simple majority, then this “run off” process shall continue through additional cycles.

7.3.4 Any two-way tie shall be broken by declaring a win for the candidate winning the best of three coin tosses.

8. Nominations Committee

8.1 The CAC Nominations Committee shall consist of three members each serving staggered three year terms.

8.2 At each Annual Meeting, after completing all other elections, the CAC Members shall elect one member of the Nominating Committee for a three-year term. The three Nominating Committee members shall also caucus to select a Chair of its Committee for the next year.

9. The CAC shall have the power to fill vacancies in its membership or in any of its positions for the remainder of the unexpired term at any meeting of the CAC, provided its notice of the meeting includes mention of this in the agenda.

10. CAC Member Participation Expectations

10.1 Monthly Conference Calls. CAC members are expected to participate in all monthly conference call meetings.

10.1.1 Recognizing that business requirements may prevent this level of consistent participation, a Member should participate in at least one conference call meeting per quarter, or four conference call meetings during the year distributed in time such that the Member maintains sufficient awareness of CAC issues to be effective as a Member. (For example, being on four calls at the end of each year would not be deemed to be balanced enough participation to meet the interests of the Commercial Members being represented by the CAC.)

10.2 CAC Committees. A limited number of Committees exist. Thus there may not be enough opportunities for each CAC member to participate on a Committee in a given year, particularly if CAC membership is at its full complement of 24. Therefore, it is not expected that every CAC Member participate on a Committee each year. During a CAC Member’s term of service, he/she will participate on at least one Committee and, if possible, during that four years chair a Committee.
10.3 CAC Annual Meeting. During the CAC annual meeting the Commercial Members are elected, and CAC leadership is selected. Commercial members are expected to attend the annual meeting. However, if travel is not possible due to work demands or budget constraints, then participation by electronic means is acceptable.

10.3.1 If circumstances do not allow participation in a specific annual meeting, the CAC member should communicate with the Chair in advance and explain why they cannot attend. The reasons for the member's absence should be documented in the minutes.

10.4 Process for Removal of a CAC Member Who is Not Meeting Participation Expectations.

10.4.1 The Chair and Vice-Chair should be the monitoring point for CAC member participation, but lack of participation can also be brought to their attention by any CAC member.

10.4.2 If a CAC member is absent from a monthly conference call and/or an in-person meeting without prior notification to the Chair or Vice-Chair, such absence will be considered "unexcused".

10.4.3 If a CAC member fails to attend three or more monthly conference calls and/or in-person meetings, then the CAC Chair shall notify the member in writing to make contact with the CAC Chair within 14 calendar days from the date of notification. Notice shall be provided by certified mail, with return receipt requested.

10.4.4 If the CAC member does respond within the 14-day period, then the Chairman will determine if the member intends to participate actively and assess that member’s ability to meet the participation requirements going forward. The Chair may then choose to allow the member to retain his/her position on the CAC. If the CAC member does not respond within the 14-day period then the CAC member will be considered to have abandoned his/her position and will be immediately removed from the CAC.

11. CAC Representative to the Conference & Exposition Advisory Committee (CEAC)

11.1 The CAC Representative to the CEAC shall be elected in even-numbered years. The initial term for this position shall be in 2012 for two years and subsequent terms shall be four years. To be eligible for nomination to this position, the individual shall have served on the CAC during the year prior to election to the position. Service on the CEAC shall continue until the end of the CEAC term regardless of the member's CAC status.

11.2 The nomination for this position shall include submission of all of the following:

11.2.1 A statement identifying the member’s qualifications and interest in service (not to exceed 300 words);

11.2.2 A signed Expectations of Service in Appendix III; and

11.2.3 A signed Employer’s Concurrence of Candidacy in Appendix IV.

11.3 The Nominations Chair must receive all nomination packages no later than July 10 of the year in which the candidate is seeking election.
11.4 Only those CAC members filing complete nomination packages by the above deadline will be eligible to stand for election. If no member files a complete nomination package by the deadline, only then shall nominations for this position be accepted from the floor. Nominations do not have to be seconded, however, nominees will have to sign the Expectations of Service in Appendix III before the election may proceed. A signed Employer’s Concurrence of Candidacy in Appendix IV shall be submitted to the Executive Director no later than 30 days following the CAC Representative’s election.

11.5 Removal. The CAC Representative may be removed on the basis of any of the following:

11.5.1 Malfeasance, misfeasance, or nonfeasance of duty, or for committing an act that brings significant discredit to the Association. Such removal shall be decided by following the Impeachment Processing Procedures of this Policy Manual.

11.5.2 A vote of “removal for cause” rendered by at least two-thirds of the entire CAC, based on documented violations of the Expectations of Service in Appendix III.

11.5.2.1 Such a “removal for cause” petition must be filed with the Executive Director by at least three CAC members or a simple majority of the CEAC membership. The written complaints in the petition must be confined to violations of the Expectations of Service.

11.5.2.2 Upon receipt of the “removal for cause” petition, the Executive Director shall immediately notify the accused and the CAC members. The Executive Director shall also notify the remaining members of the CEAC on a “for information only” basis.

11.5.2.3 The accused, at his/her option, has ten business days in which to issue a written rebuttal to the complaints in the petition, which the Executive Director shall immediately forward to the same parties listed in 11.5.2.2.

11.5.2.4 The CAC Chair, or Vice-Chair in the absence or recusal of the Chair, shall conduct a meeting of the CAC to be scheduled within thirty days of receipt of the petition and based on at least ten days notice to all parties. Such meeting can be conducted by teleconference or other means. It may be conducted by the Association President or another member of the Executive Committee of the Board designated by the President should both the CAC Chair and Vice-Chair not be available, or decline to conduct the meeting, or are judged by the President to not be impartial.

11.5.2.5 The meeting in 11.5.2.4 shall culminate in a vote on the “removal for cause” issue. A petition that receives a two-thirds affirmative vote of the entire CAC will result in the accused’s removal from the CEAC. If the petition is not approved, a “removal for cause” petition may not be filed against the same CAC Representative for at least 180 days from the date of the vote.
APPENDIX I
EXPECTATIONS OF SERVICE AS THE COMMERCIAL REPRESENTATIVE ON THE APCO BOARD OF DIRECTORS

I, the undersigned, as the Commercial Advisory Council (CAC) Representative to the APCO Board of Directors will:

1. Secure the written approval of my employer (see Appendix II) to enable me to faithfully discharge my responsibilities;

2. Commit to carry out my full term of service and to participate in all scheduled meetings, either in person or by teleconference;

3. Schedule routine teleconferences to discuss concerns/issues with the CAC;

4. Develop a communications strategy to solicit the views of the CAC prior to Board meetings and to push information back out to the CAC following Board action;

5. Support communications strategies implemented by the CAC to keep the Chapter Commercial Advisory Members (CCAMs) and all Commercial members informed on CAC views and positions on Board issues;

6. Give strong deference to the CAC as the conduit on the Board to all Commercial Members, not just my company, and represent the entire CAC and its issues as appropriate; and in concert with what is best for APCO International;

7. Be intellectually flexible enough to take a stand for the CAC during deliberations, but ultimately support the consensus of the Board so as not undermine the Association’s position or create needless confusion;

8. Review all supporting documents in advance so as to be well informed and actively engaged in Board meetings;

9. Handle sensitive issues/discussions as confidential and/or proprietary to not violate the Board’s trust; and

10. Be a fully active and engaged participant of the Board of Directors and so committed as to assert that more than one unexcused absence from a scheduled meeting during the year is grounds for my removal.

__________________________________________________________________________  ____________
Signature of Nominee                                           Date
APPENDIX II
EMPLOYER’S CONCURRENCE OF CANDIDACY
CAC Representative to the APCO Board of Directors

has discussed the desire to seek election as a Commercial Advisory Council (CAC) Representative to the Board of Directors of the Association of Public-Safety Communications Officials-International, Inc. (APCO). During our discussion, we reviewed the Expectations of Service and understand the support the employer may be required to provide from time to time to support this candidate’s effective service as a CAC representative to the APCO Board of Directors.

As the candidate’s employer, I recognize the mutual benefits of service to one’s profession and pledge my support of the candidate’s Board service, which may include, but may not be limited to, the following:

1. Service for typically a two-year term with the option for one renewal term.
2. Attendance at minimally four meetings per fiscal year of typically one day’s duration for which two or more may require out-of-state travel that is fully reimbursable by APCO. Such meetings are typically scheduled months in advance, though special meetings may be called on shorter notice. The opportunity to participate in any meeting by web conference or through toll-free phone access will always be an option, though when scheduled as a face-to-face gathering, attendance at the meeting in person is preferable.
3. Investment of modest amounts of time on an ongoing basis to stay current with APCO activities and to communicate with the CAC and commercial members in general.
4. Access to email, telephone, facsimile, mail and Internet services at the workplace during normal work hours with APCO prepared to reimburse any use for Association business as needed.
5. Access to an e-mail account during normal work hours that allows for incoming messages with attachments to be delivered to the candidate individually.
6. During Board deliberations, the candidate is obliged to put the professional interests of APCO first and represent all commercial interests and to show appropriate loyalty and fidelity to decisions arrived at by the Board without regard to employer views or interests.
7. Notwithstanding the commitments noted above, APCO understands that certain responsibilities of the candidate to his/her employer may need to take precedence and APCO will provide reasonable assistance in supporting such arrangements.

I hereby agree to provide the above support of my employee if elected to serve as a member of the Board of Directors of the Association of Public-Safety Communications Officials-International, Inc.

SIGNED: ____________________________ DATE: ________________

PRINTED NAME OF SUPERVISOR: __________________________________________

EMPLOYER ORGANIZATION NAME: _________________________________________
APPENDIX III

EXPECTATIONS OF SERVICE AS THE CAC REPRESENTATIVE ON THE APCO CONFERENCE & EXPOSITION ADVISORY COMMITTEE (CEAC)

I, the undersigned, as the Commercial Advisory Council (CAC) Representative to the APCO Conference & Exposition Advisory Committee will:

1. Secure the written approval of my employer (see Appendix IV) to enable me to faithfully discharge my responsibilities;
2. Commit to carry out my full term of service and to participate in all scheduled meetings;
3. Provide routine briefings on CEAC activities during CAC teleconferences and at CAC meetings;
4. Develop a communications strategy to solicit the views of the CAC prior to CEAC meetings and to push information back out to the CAC following CEAC action;
5. Give strong deference to the CAC as the conduit for Commercial Member input to the CEAC’s activities, not just my company, and represent the entire CAC and its issues as appropriate; and in concert with what is best for APCO International;
6. Be intellectually flexible enough to take a stand for the CAC during deliberations, but ultimately support the consensus of the CEAC so as not undermine the Association’s position or create needless confusion;
7. Review all supporting documents in advance so as to be well informed and actively engaged in CEAC meetings;
8. Handle sensitive issues/discussions as confidential and/or proprietary to not violate the CAC’s trust; and
9. Be a fully active and engaged participant of the CEAC and so committed as to assert that more than one unexcused absence from a scheduled meeting during the year is grounds for my removal.

______________________________________________  _______________________
Signature of Nominee                        Date
APPENDIX IV
EMPLOYER’S CONCURRENCE OF CANDIDACY
CAC Representative on the APCO Conference & Expositions Advisory Committee (CEAC)

has discussed the desire to seek election as a Commercial Advisory Council (CAC) Representative to the CEAC of the Association of Public-Safety Communications Officials-International, Inc. (APCO). During our discussion, we reviewed the Expectations of Service and understand the support the employer may be required to provide from time to time to support this candidate’s effective service as a CAC representative to the CEAC.

As the candidate’s employer, I recognize the mutual benefits of service to one’s profession and pledge my support of the candidate’s CEAC service, which may include, but may not be limited to, the following:

1. Service for typically a four-year term with the option for renewal terms.
2. Attendance at minimally one in-person meeting per fiscal year of 1-2 day’s duration that will likely require out-of-state travel as well as conference calls minimally once per quarter.
3. Investment of modest amounts of time on an ongoing basis to stay current with CEAC activities and to communicate with the CAC and commercial members in general.
4. Access to email, telephone, facsimile, mail and Internet services at the workplace during normal work hours with APCO prepared to reimburse any use for Association business as needed.
5. Access to an e-mail account during normal work hours that allows for incoming messages with attachments to be delivered to the candidate individually.
6. During CEAC deliberations, the candidate is obliged to put the professional interests of APCO first and represent all commercial interests and to show appropriate loyalty and fidelity to decisions arrived at by the CEAC without regard to employer views or interests.
7. Notwithstanding the commitments noted above, APCO understands that certain responsibilities of the candidate to his/her employer may need to take precedence and APCO will provide reasonable assistance in supporting such arrangements.

I hereby agree to provide the above support of my employee if elected to serve as a member of the Conference & Expositions Advisory Committee of the Association of Public-Safety Communications Officials-International, Inc.

SIGNED: _______________________________ DATE: ________________
PRINTED NAME OF SUPERVISOR: ________________________________
EMPLOYER ORGANIZATION NAME: _______________________________
ARTICLE VII: COMMITTEES, AND TASK FORCES AND SERVICE RULES

SECTION 7.56: DESIGNATED COMMITTEES

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

To provide for the establishment of Designated Committees of the Association to advise the Board of Directors with regard to issues of operation of the Association and/or with regard to significant issues affecting the public safety community.

AUTHORITY

The Board of Directors is authorized to create Designated Committees in accordance with Article VII of the Association’s Bylaws.

POLICY

1. The Board of Directors (“Board”) may establish Designated Committees as it may determine to be necessary.

2. Membership on committees listed in this section is not open to the general membership.

2. Service on these committees is restricted by the following:

2.1 An “ex officio” appointment based on service to another committee
2.2. Service on the Executive Council

2.3. Presidential Appointment

2.4. Other prerequisites or special requirements

3. Agency Training Program Committee

3.1. The Agency Training Program Committee will advise APCO staff on the training certification program process and solicit, review and make recommendations on training certification program applications.

4. Communications Center Standards Committee

4.1. The scope of the Communications Center Standards Committee is to make recommendations of core competencies, minimum training standards, and effective practices for various public safety communications positions developed through the use of an occupational or process analysis.

5.3. Broadband Committee

5.3.1. The Broadband Committee shall review public safety broadband issues and make recommendations to meet the ever changing needs for mobile data and mission-critical voice capabilities.

5.3.2. To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the Broadband Committee shall be considered a “Standing Committee.”

6.4. Conference & Exposition Advisory Committee

6.4.1. The Conference & Exposition Advisory Committee (CEAC) shall provide recommendations on overall strategies pertinent to the Annual Conference, including event scheduling and site selection, and report to the Board of Directors.

6.4.2. The CEAC Chair shall be appointed by the First Vice President from among one of the four Executive Council members serving on the CEAC.

6.4.3. The committee year shall begin at the Annual Conference.

6.4.4. Membership on the CEAC shall be for four years, staggered terms, with roles and responsibilities as further delineated in the Annual Conference Manual.

6.4.4.1. Four Executive Council members selected one per each of four regions through the regional caucus process;

6.4.4.2. A Member at Large appointed by the First Vice President;

6.4.4.3. A Representative from the Commercial Advisory Council pursuant to a process codified in Section 7.4 of this Policy Manual; and

6.4.4.4. The current Chair of the Professional Development Events Committee.

6.4.5. Selection to the CEAC in one of the Executive Council positions requires
being a current member of the body and being elected through the Regional Caucus process described below; however, ongoing service on the CEAC shall continue until the end of the CEAC term regardless of the member’s status on the Executive Council.

46.5.1. The Executive Council shall caucus by Region and elect one member from each of the Association’s four regions to serve as a representative for a four year term. Eligible members must complete an “Intent to Serve” commitment form [See Appendix II to this section] and submit it to their Regional Representatives to the Board of Directors by July 10.

46.5.2. Members who have submitted “Intent to Serve” commitment forms by the due date will be included on the ballot to be voted on as part of the Regional Caucus held during the Annual Executive Council meeting.

46.5.3. The Executive Council Regional Representative shall be elected in even and odd numbered years, depending on their region: the Gulf Coast Region and Western Region during the odd years and the East Coast Region and North Central Region during the even years.

46.5.4. The completed “Intent to Serve” commitment forms will be distributed for review prior to the Annual Conference to all Executive Council members within the affected Region.

46.5.5. If no applications are received for a region by the due date, the Regional Representatives to the Board of Directors shall notify the Executive Council members from that region and accept nominations from the floor during the Regional Caucus. Prior to the vote, eligible nominees must complete an “Intent to Serve” commitment form.

46.6. A Conference and Exposition Advisory Committee member may be removed for any of the following causes:
46.6.1. Malfeasance, misfeasance, or nonfeasance or for committing an act that brings significant discredit to the Association. The removal process shall conform to the Impeachment Processing Procedures of this Policy Manual.

46.6.2. “Removal for cause” requires an affirmative vote of at least two-thirds of the total authorized membership of the remaining Executive Council members within the same region as the accused and must be based on documented violations of the Expectations of Service, in Appendix II.

46.6.2.1. A “removal for cause” petition first must be filed with the Executive Director either by at least two Conference and Exposition Advisory committee members or by a simple majority of the Executive Council members within the same region as the accused. The written complaints in the petition must be confined to violations of the Expectations of Service in Appendix II.

46.6.2.2. Upon receipt of the “removal for cause” petition, the Executive Director shall notify the accused, the Conference and Exposition Advisory Committee members and the remaining Executive Council members within the same region as the accused. Notification to the accused shall be by return receipted certified mail or by receipt verified electronic means. The Executive Director also shall notify, for information only, the Board of Directors of the region the accused represents.

46.6.2.3. The accused may, within ten business days after notice of the petition, issue to the Executive Director a written rebuttal to the petition. The Executive Director shall immediately forward any rebuttal to the same parties as listed in 46.6.2.2.

46.6.2.4. The Conference and Exposition Advisory Committee chair or Vice-Chair in the absence or recusal of the Chair, shall conduct a meeting of the Conference and Exposition Advisory Committee and the remaining Executive Council members within the same region as the accused. The meeting shall be held within thirty (30) days of receipt by the Executive Director of the original petition as long as at least ten (10) days’ notice has been provided to all parties. The meeting may be conducted by: (a) the Association President; (b) another member of the Executive Committee of the Board designated by the President in the event that neither the Conference and Exposition Advisory Committee Chair nor the Vice-Chair is available or is willing to conduct the meeting, or if the Association President deems them not to be impartial.

46.6.2.5. The meeting in 6.6.2.4 shall culminate in a vote on the “removal for cause” issue. A petition that receives an affirmative vote equal to or greater than that described in 6.6.2, above, will result in the accused being removed from the Conference and Exposition Advisory Committee. If the petition fails, then “removal for cause” petition may not be filed against the same Executive Council Representative for at least 180 days from the date of the vote.
To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the CEAC shall be considered an “Advisory Committee”.

Credentials Committee

The Credentials Committee shall:

1. Review the qualifications of individuals seeking to be candidates for election as Officers and certify the eligibility of such members.

2. Review the qualifications of individuals nominated for award of the designations of “Life Member” and “Senior Member” and certify the eligibility of those members for such honor.

3. Serve as “Sergeants-at-Arms” at all official meetings of the Annual Quorum to ensure that only members eligible to vote participate in a voting process. Committee members shall count the ballots for the election.

4. Seek qualified members to become candidates for election as Officers.

Membership on the Credentials Committee is restricted to members who have served a full-term as President of the Association.

The “Chair” of the Credentials Committee shall be the most recent Immediate Past President serving on the Committee who is not currently a member of the Executive Committee.

Finance and Budget Committee

The Finance and Budget Committee shall:

1. Serve as the Executive Council’s representative on financial matters of the Association.

2. Review the annual budget prior to its submission to the Board of Directors. The Committee shall report its opinions and recommendations to the Board of Directors and to the Executive Council.

3. Review the Association’s financial reports on a quarterly basis. The Committee shall report its findings, comments, and/or recommendations to the Board of Directors and to the Executive Council within 30 days after completing its review of the quarterly report.

Membership on the Finance and Budget Committee is restricted to current members of the Executive Council and Board of Directors as defined below:

1. The Executive Council shall caucus by region and elect one member from each of the Association’s four regions to serve as a representative for a two year term. Eligible members must complete an “Intent to Serve” commitment form [See Appendix III to this section, below] and submit it to their Regional Representatives to the Board of Directors by July 10.

2. Members who have submitted “Intent to Serve” commitment forms by the due date will be included on the ballot to be voted on as part of the Regional Caucus held during the Annual Executive Council meeting.
68.2.3. The Executive Council Regional Representative shall be elected in even and odd numbered years, depending on their region: the Gulf Coast Region and Western Region during the odd years and the East Coast Region and North Central Region during the even years.

68.2.4. The completed “Intent to Serve” commitment forms will be distributed for review prior to the Annual Conference to all Executive Council members within the affected Region.

68.2.5. If no applications are received for a region by the due date, the Regional Representatives to the Board of Directors shall notify the Executive Council members from that region and accept nominations from the floor during the Regional Caucus. Prior to the vote, eligible nominees must complete an “Intent to Serve” commitment form.

68.3. The Committee shall also include a Regional Representative to the Board of Directors from each region. The two representatives from each region will work jointly in choosing which representative will serve.

68.4. The Executive Director and the Controller shall serve as non-voting ex-officio members of the Finance and Budget Committee.

68.5. The First Vice President shall appoint a Chair from among the members serving on the Committee.

68.6. Finance and Budget Committee members may be removed for any of the following causes.

68.6.1. Malfeasance, misfeasance, or nonfeasance or for committing an act that brings significant discredit to the Association. The removal process shall conform to the Impeachment Processing Procedures of this Policy Manual.

68.6.2. “Removal for cause” requires an affirmative vote of at least two-thirds of the total authorized membership of the remaining Executive Council members within the same region as the accused and must be based on documented violations of the Expectations of Service, in Appendix III.

68.6.2.1. A “removal for cause” petition first must be filed with the Executive Director either by at least two Finance and Budget Committee members or by a simple majority of the Executive Council members within the same region as the accused. The written complaints in the petition must be confined to violations of the Expectations of Service in Appendix III.

68.6.2.2. Upon receipt of the “removal for cause” petition, the Executive Director shall notify the accused, the Finance and Budget Committee members and the remaining Executive Council members within the same region as the accused. Notification to the accused shall be by return receipted certified mail or by receipt verified electronic means. The Executive Director also shall notify, for information only, the Board of Directors of the region the accused represents.

68.6.2.3. The accused may, within ten business days after notice of the petition, issue to the Executive Director a written rebuttal to the petition. The Executive Director shall immediately forward any rebuttal to the same parties as listed in 68.6.2.2.

68.6.2.4. The Finance and Budget Committee Chair, or Vice-Chair in the absence or recusal of the Chair, shall conduct a meeting of the
Finance and Budget Committee and the remaining Executive Council members within the same region as the accused. The meeting shall be held within thirty (30) days of receipt by the Executive Director of the original petition as long as at least ten (10) days’ notice has been provided to all parties. The meeting may be conducted by: (a) the Association President; (b) another member of the Executive Committee of the Board designated by the President in the event that neither the Finance and Budget Committee Chair nor the Vice-Chair is available or is willing to conduct the meeting, or if the Association President deems them not to be impartial.

68.6.2.5 The meeting in 8.6.2.4 shall culminate in a vote on the “removal for cause” issue. A petition that receives an affirmative vote equal to or greater than that described in 8.6.2, above, will result in the accused being removed from the Finance and Budget Committee. If the petition fails, then “removal for cause” petition may not be filed against the same Executive Council Representative for at least 180 days from the date of the vote.

68.7 To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the Finance and Budget Committee shall be considered a “Standing Committee”.

9.7 Leadership Development Committee

79.1 The Leadership Development Committee shall examine the qualifications, development, recruiting and selection of candidates for office and make recommendations to increase the participation of highly qualified candidates for association leadership positions.

79.2 This Committee shall be comprised of three (3) Credentials Committee Members, two (2) Executive Council members, and two (2) Board of Directors members (one of whom serves as chair).

79.3 To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the Leadership Development Committee shall be considered a “Standing Committee”.

10.8 Management Committee

810.1 The Management Committee shall:

810.1.1 Serve as the Executive Council’s representative on matters related to the proceedings of the Council.

810.1.2 Work with the Board of Directors and the Association staff to prepare the agenda for the Executive Council meeting and make other preparations as the Committee may deem appropriate for the effective operation of Council proceedings.

810.1.3 Support the reporting out of the efforts of other standing committees, task forces and projects to the Executive Council.

810.1.4 Select from within the Executive Council a person to preside over Council proceedings.
810.2. Membership on the Management Committee is restricted to current members of the Executive Council.

810.2.1. The Executive Council shall caucus by region and elect one member from each of the Association’s four regions to represent that region on the Management Committee for a two-year term. Eligible members must complete an “Intent to Serve” commitment form [See Appendix IV to this section, below] and submit it to their Regional Representatives to the Board of Directors by July 10.

810.2.2. Members who submit “Intent to Serve” commitment forms by the due date will be included on the ballot to be voted on as part of the Regional Caucus held during the Annual Executive Council meeting.

810.2.3. The Executive Council Regional Representative shall be elected in even and odd numbered years, depending on their region: the Gulf Coast Region and Western Region during odd years and the East Coast Region and North Central Region during even years.

810.2.4. The completed “Intent to Serve” commitment forms will be distributed for review prior to the Annual Conference to all Executive Council members within the affected Region.

810.2.5. If no applications are received for a region by the due date, the Regional Representatives to the Board of Directors shall notify the Executive Council members from that region and accept nominations from the floor during the Regional Caucus. Prior to the vote, eligible nominees must complete an “Intent to Serve” commitment form.

810.3. The First Vice President shall appoint a Chair from among the members serving on the Committee.

810.4. A Management Committee member may be removed for any of the following causes.

810.4.1. Malfeasance, misfeasance, or nonfeasance or for committing an act that brings significant discredit to the Association. The removal process shall conform to the Impeachment Processing Procedures of this Policy Manual.

810.4.2. “Removal for cause” requires an affirmative vote of at least two-thirds of the total authorized membership of the remaining Executive Council members within the same region as the accused and must be based on documented violations of the Expectations of Service, in Appendix IV.

810.4.2.1. A “removal for cause” petition first must be filed with the Executive Director either by at least two Management Committee members or by a simple majority of the Executive Council members within the same region as the accused. The written complaints in the petition must be confined to violations of the Expectations of Service in Appendix IV.

810.4.2.2. Upon receipt of the “removal for cause” petition, the Executive Director shall notify the accused, the Management Committee members and the remaining Executive Council members within the same region as the accused. Notification to the accused shall be by return receipted certified mail or by receipt verified electronic means.
The Executive Director also shall notify, for information only, the Board of Directors of the region the accused represents.

810.4.2.3. The accused may, within ten business days after notice of the petition, issue to the Executive Director a written rebuttal to the petition. The Executive Director shall immediately forward any rebuttal to the same parties as listed in 810.4.2.2.

810.4.2.4. The Management Committee Chair, or Vice-Chair in the absence or recusal of the Chair, shall conduct a meeting of the Management Committee and the remaining Executive Council members within the same region as the accused. The meeting shall be held within thirty (30) days of receipt by the Executive Director of the original petition as long as at least ten (10) days’ notice has been provided to all parties. The meeting may be conducted by: (a) the Association President; (b) another member of the Executive Committee of the Board designated by the President in the event that neither the Management Committee Chair nor the Vice-Chair is available or is willing to conduct the meeting, or if the Association President deems them not to be impartial.

810.4.2.5. The meeting in 810.4.2.4 shall culminate in a vote on the “removal for cause” issue. A petition that receives an affirmative vote equal to or greater than that described in 810.4.2, above, will result in the accused being removed from the Management Committee. If the petition fails, then “removal for cause” petition may not be filed against the same Executive Council Representative for at least 180 days from the date of the vote.

810.5. To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the Management Committee shall be a “Standing Committee”.

11.0—Standards Development Committee

911.1. The Standards Development Committee shall:

911.1.1. Carry out the APCO National Standards (ANS) process to ensure compliance with the Essential Requirements of the American National Standards Institute (ANSI).

911.1.2. Receive and consider requests for new standards.

911.1.3. Delegate to workgroups the promulgation of candidate standards for Committee review and form other subgroups as required to meet the technical and operational needs related to specific standards.

911.1.4. Oversee public comment periods and conduct consensus balloting on candidate standards for submission to ANSI for approval.

911.1.5. Work with staff on efficiently managing the ANS portfolio of standards, including modifying or renewing existing standards and committee policies and procedures as required.

911.1.6. Collaborate with other APCO committees and related outside organizations for the benefit of public safety communications.

911.2. To determine an individual’s eligibility to be designated as a Life or Senior
12.10 Strategic Planning Committee

12.1.1 The Strategic Planning Committee shall:

12.1.1 Maintain the Association’s Strategic Plan as a “living document.”

12.2 Membership on the Strategic Planning Committee shall be the following:

12.2.1 Representative from the Executive Committee of the Board of Directors, preferably the First Vice President.

12.2.2 Representative from the Management Committee.

12.2.3 Representative from the Finance & Budget Committee.

12.2.4 Representative from the Commercial Advisory Council, preferably the CAC member elected to the Board of Directors.

12.2.5 The Executive Director or designee.

12.2.6 Representative from the Regional Representatives on the Board of Directors.

12.2.7 Member at Large.

12.2.8 The Chair of the Group Leaders of the Governance Group.

12.2.9 Representative who is a Past President.

12.3 To determine an individual’s eligibility to be designated as a Life or Senior Member of the Association, the Strategic Planning Committee shall be considered a “Standing Committee.”
APPENDIX I

The following is a list of Designated Committees:

**Agency Training Program** – To advise staff on the training certification program process and solicit, review and make recommendations on training certification program applications.

**Broadband Committee** – Review public safety broadband issues and make recommendations to meet the ever changing needs for mobile data and mission-critical voice capabilities.

**Communications Center Standards Committee** – Develop and maintain standards, certifications, core competencies, and effective practices for public safety communications.

**Conference and Exposition Advisory Committee** – provide recommendation on strategies pertinent to the Annual Conference.

**Credentials Committee** – Review the qualifications of individuals for election as Officers and designation of Life and Senior Members; patrol access to the voting members section at meetings of the Membership Quorum.

**Finance and Budget Committee** – Review the annual budget and the Association’s financial reports.

**Leadership Development Committee** – Examine the qualifications, development, recruiting, and selection of candidates for office and make recommendations to increase the participation of highly qualified candidates.

**Management Committee** – Oversee all preparations for Executive Council meetings.

**Standards Development Committee** – Ensure compliance with the ANS process, consider requests for new standards, and manage APCO standards development.

**Strategic Planning Committee** – Maintain the Association’s Strategic Plan.
APPENDIX II

INTENT TO SERVE
Executive Council Representative on the Conference & Exposition Advisory Committee

As the current Executive Council representative for ____________________________ chapter (Chapter Name)

I hereby express my desire to serve as the ____________________________ (Applicants Name) (Region Name)

Region Representative on the Conference & Exposition Advisory Committee (CEAC). I have reviewed and understand the specific duties and responsibilities of this position, per APCO Policy Manual:

~ ARTICLE VII: COMMITTEES, AND TASK FORCES AND SERVICE RULES -
~ SECTION 7.65 DESIGNATED COMMITTEES
~ ANNUAL CONFERENCE MANUAL, SECTION V

Further expectations and requirements of the position include, but may not be limited to:

1. Service for a four year term, beginning in:
   ~ odd numbered years for Gulf Coast and Western Regions
   ~ even numbered years for East Coast and North Central Regions

2. Attendance at minimally one in-person meeting per fiscal year of 1-2 day’s duration that will likely require out-of-state travel as well as conference calls minimally once per quarter.

3. Access to e-mail, telephone, facsimile, mail, and internet services, to include PSConnect, during normal work hours.

4. Access to an e-mail account during normal work hours that allows for incoming messages with attachments to be delivered to the member individually.

5. Investment of modest amounts of time on an ongoing basis to stay current with APCO Conference & Exposition activities and to communicate with other members of the CEAC.

6. Responsibility to be a conduit to and from the Executive Council members within the region on matters related to the Annual Conference. This responsibility includes attendance on Regional EC conference calls throughout the term on the CEAC, even beyond EC membership.

7. Requires participation and representation to region and representative understands that failure to participate will subject him/her to removal from the committee pursuant
to the Conference & Exposition Advisory Committee subsection of section 7.5.6 of the Policy Manual

Understanding all of the requirements of the position, I hereby submit my name as a candidate for regional representative to the Conference & Exposition Advisory Committee for election at our next Executive Council meeting.

PRINTED NAME: ________________________________

CHAPTER AND REGION: ________________________________________

E-MAIL ADDRESS: ____________________________________________

DAYTIME TELEPHONE NUMBER: ________________________________

TO BE CONSIDERED FOR ELECTION OCCURRING IN THE YEAR: ___________

Candidates are required to begin their service on the Conference & Exposition Advisory Committee as a current member of Executive Council. Provide a brief description of the activities in which you have been involved while a member of the Executive Council or your Chapter’s Executive Committee:

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I understand the commitment of time and resources this position will take and have the support of my chapter executive committee.

SIGNED: ____________________________ DATE: _______________
APPENDIX III
INTENT TO SERVE
Executive Council
Finance and Budget Committee Representative

As the current Executive Council representative for ________________ chapter

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(Applicants Name)

I hereby express my desire to serve as the ________________

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(Region Name)

Region Representative on the Finance and Budget Committee. I have reviewed and understand the specific duties and responsibilities of this position, per APCO Policy Manual:

~ ARTICLE II: THE ASSOCIATION - SECTION 2.10: FINANCIAL REPORTING
~ ARTICLE II: THE ASSOCIATION - SECTION 2.12: BUDGET CHANGE AUTHORITY
~ ARTICLE VII: COMMITTEES, AND TASK FORCES AND SERVICE RULES - SECTION 7.66 DESIGNATED COMMITTEES

Further expectations and requirements of the position include, but may not be limited to:

1. Service for a two year term, beginning in:
   ~ odd numbered years for Gulf Coast and Western Regions
   ~ even numbered years for East Coast and North Central Regions
2. Attendance during conference calls.
3. Access to e-mail, telephone, facsimile, mail, and internet services, to include PSConnect, during normal work hours.
4. Access to an e-mail account during normal work hours that allows for incoming messages with attachments to be delivered to the member individually.
5. Investment of modest amounts of time on an ongoing basis to stay current with APCO activities and to communicate with other members of the Finance and Budget Committee.
6. Willingness to be a conduit and point of contact for the Executive Council members within your represented region.
7. Requires participation and representation to region and representative understands that failure to participate will subject him/her to removal from the committee pursuant to the Finance & Budget subsection of section 7.5.6 of the Policy Manual.

(continued on next page)
Understanding all of the requirements of the position, I hereby submit my name as a candidate for regional representative to the Finance and Budget Committee for election at our next Executive Council meeting.

PRINTED NAME: ________________________________

CHAPTER AND REGION: ________________________________

E-MAIL ADDRESS: ________________________________

DAYTIME TELEPHONE NUMBER: ________________________________

TO BE CONSIDERED FOR ELECTION OCCURRING IN THE YEAR: ____________

Candidates are required to be a current member of Executive Council. Provide a brief description of the activities in which you have been involved while a member of the Executive Council or your Chapter's Executive Committee:

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I understand the commitment of time and resources this position will take and have the support of my chapter executive committee.

SIGNED: ________________________________  DATE: ________________________________
APPENDIX IV
INTENT TO SERVE
Executive Council
Management Committee Representative

As the current Executive Council representative for _______________ chapter
____________________ I hereby express my desire to serve as the _______________

(Applicants Name) (Chapter Name) (Applicants Name) (Region Name)

Region Representative on the Management Committee. I have reviewed and understand the specific duties and responsibilities of this position, per APCO Policy Manual:

~ ARTICLE V: EXECUTIVE COUNCIL - SECTION 5.1: MEETINGS
~ ARTICLE VII: COMMITTEES, AND TASK FORCES AND SERVICE RULES - SECTION 7.65 DESIGNATED COMMITTEES

Further expectations and requirements of the position include, but may not be limited to:

1. Service for a two year term, beginning in:
   ~ odd numbered years for Gulf Coast and Western Regions
   ~ even numbered years for East Coast and North Central Regions


3. Access to e-mail, telephone, facsimile, mail, and internet services, to include PSConnect, during normal work hours.

4. Access to an e-mail account during normal work hours that allows for incoming messages with attachments to be delivered to the member individually.

5. Investment of modest amounts of time on an ongoing basis to stay current with APCO activities and to communicate with other members of the Management Committee.

6. Willingness to be a conduit and point of contact for the Executive Council members within your represented region.

7. Available to participate in conducting Presentation/Training prior to the Annual Conference Executive Council Meeting for new Executive Council members.

8. Requires participation and representation to region and representative understands that failure to participate will subject him/her to removal from the committee pursuant to the Management Committee subsection of section 7.5-6 of the Policy Manual.

(continued on next page)
Understanding all of the requirements of the position, I hereby submit my name as a candidate for regional representative to the Management Committee for election at our next Executive Council meeting.

PRINTED NAME: ____________________________

CHAPTER AND REGION: ____________________________

E-MAIL ADDRESS: ____________________________

DAYTIME TELEPHONE NUMBER: ____________________________

TO BE CONSIDERED FOR ELECTION OCCURRING IN THE YEAR: __________

Candidates are required to be a current member of Executive Council. Provide a brief description of the activities in which you have been involved while a member of the Executive Council or your Chapter’s Executive Committee:

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I understand the commitment of time and resources this position will take and have the support of my chapter executive committee.

SIGNED: ____________________________  DATE: ____________________________
ARTICLE VII: COMMITTEES, TASK FORCES AND SERVICE RULES

SECTION 7.7: GROUP LEADERS

[Changes are subject to approval by a two-thirds majority of the whole Board of Directors.]

PURPOSE

The Executive Committee of the Board shall designate Group Leaders to oversee groups of Standing and other Committees.

AUTHORITY

The Executive Committee is authorized to appoint Group Leaders in accordance with Article VIII of the Association’s Bylaws.

POLICY

1.1 Group Leader Appointments

1.1.1 The Executive Committee will review candidates for the position of Group Leader for any new or existing committee groupings.

1.1.2 The incoming First Vice-President will formally appoint the Group Leaders no later than the third week of April each year.

1.1.3 The term of the Group Leader will begin at the start of the Association’s fiscal year beginning July 1 of each year.

1.1.4 The Group Leaders appointed shall have served as a committee member for a minimum of 5 years, with at least one term as a Committee Chair.

1.1.4.1 It is recommended that the five years of committee service were on two (2) or more different committees.

1.1.5 Group Leaders are restricted from serving in any capacity on any committee and subcommittee with the exception of “appointments as special assignments”.

1.1.6 Group Leaders are limited to a 4 year term limit.

1.1.7 Each Group Leader shall be assigned a group of no more than 5 Standing Committees, Special Committees, Task Forces, or projects to
monitor their performance and ensure such work is in compliance with the Association’s Long Range Strategic Plan.

1.2 Group Leader Responsibilities

1.2.1 Support the Committee Chair in the preparation of goals.

1.2.2 Assist in the routing of all budget requests prepared by the committee for approval by the Executive Committee.

1.2.3 Review travel requests in relation to committee’s goals and insure committees remain within approved budget.

1.2.4 Process receipt of face-to-face meeting requests.

1.2.4.1 Review face-to-face meeting requests against the committee’s budget, ensuring all budget, goal, and agenda items are properly documented.

1.2.4.2 Submit all completed forms to APCO International.

1.2.4.3 Assist the Chair in monitoring the Committee budget.

1.2.4.4 Ensure adequate funding exists prior to giving concurrence for formalizing any agreement or contract regarding hotel and meeting expenses.

1.2.5 Inform the committee membership, other Group Leaders, Board of Directors and the Executive Director with the timely reports of all meetings and related work of the committees.

1.2.6 Compile and forward required reports to the Executive Committee for review.
ARTICLE VIII: ASSOCIATION STAFF

SECTION 8.1: POLICY & PROCEDURES GUIDELINES

[Changes are subject to approval by a two-thirds majority vote of the whole Board of Directors.]

PURPOSE

To establish guidelines for the establishment of policies, practices and procedures necessary to the operation of the Association offices.

AUTHORITY

The Executive Director is granted authority to establish administrative, personnel, and operating policies, practices, and procedures as necessary for the function and operation of the Association offices.

POLICY

1. The Executive Director shall establish policies as necessary to ensure the effective and efficient function and operation of the Association offices.

1.1 The authority to establish policies inherently includes the establishment of new policies, the amendment of existing policies, and the deletion of existing policies. For the purposes of this Section, all such actions shall be considered as an "amendment" of the Office Operations Manual.

1.2 The Executive Director shall create and maintain an Office Operations Manual within which all such policies are filed. The form and structure of such Manual shall be at the discretion of the Executive Director.

1.2.1 The Executive Director shall ensure that all employees are made aware of and have access to a copy of the Office Operations Manual. All employees also shall be made aware of and have access to all amendments to the Office Operations Manual.

1.2.2 The Executive Director shall provide each member of the Executive Committee of the Board of Directors ("Board") with a copy of the Office Operations Manual and all amendments thereto.