

# Operations Manual for the Law and Public Safety Education Network (LAPSEN)

Revised 11/29/2023

## Introduction

This manual has been prepared for Board members, staff and other LAPSEN members and supporters who may become involved in activities covered by the manual. Although there is some repetition, the intent is not to repeat what is in the LAPSEN Charter and Bylaws but to outline and describe the processes for carrying out the different functions and activities cited in the charter.

## Mission and Goals

### Mission

To help develop and share LPS career education programs, curriculum, certifications, and models that help connect students to work and college that are cost effective and can be used by participating states and other partners.

### Goals

The goals of the Law and Public Safety Network (LAPSEN) shall consist of the following and be added to as LAPSEN deems appropriate.

- a) Identify needs of the member states, LPSCS instructors and work, using a variety of methods to meet those needs.
- b) Developing ways of communicating with all members and their constituents to share resources including curriculum, certifications, assessments, and related materials.
- c) Sponsor and/or recommend conferences and workshops as deemed useful by LAPSEN members
- d) To the extent practical, include those organizations and agencies supporting education and training related to the LPSCS Career Cluster in decision-making processes related to LAPSEN goals.

## Memberships and Contributors

State secondary education options, benefits, and responsibilities:

These options are predicated on the notion that each state secondary education entities are at different points relative to their LPS programs. Some states will have very few career programs while others may have over a hundred. Some states will want to ensure that its programs take full advantage of its involvement with LAPSEN, while others may only make LAPSEN resources available to its individual career programs, allowing each to derive whatever benefits they feel appropriate from any LAPSEN program. Therefore, LAPSEN provides a range of options to meet the various needs of these diverse state program strategies. A State Secondary Educational Entity is defined as the state governmental

agency responsible for managing the Carl D. Perkins funds for Career and Technical Education students who would typically be in grades 9 through 12 in high school.

### General Benefits

Involvement in LAPSEN policy, planning and development, e-newsletters, 10% discounts on LAPSEN conferences, workshop and specialized meetings, access to the members only section of the website. Additional benefits may be added without need of revision of policy or charter documents.

### State Benefits

All state secondary education options include the following benefits: Board membership with voting rights, involvement in LAPSEN policy, planning and development, e-newsletters for all program instructors and administrators, 10% discounts on LAPSEN conferences, workshop and specialized meetings, and access to the members only section of the website.

### State Secondary Education Responsibilities

Irrespective of the option chosen, participating states will be required to do the following:

- a) share their LPSCS secondary education curriculum, lesson plans, instructor material and related resources with the other participating states,
- b) designate a person with decision making authority to serve on the LAPSEN Board as well as an alternate to serve when the primary designee is unable to represent his/her state at a Board meeting.

### State Secondary Education Options

Category One - These are states with 50 or more secondary education LPS career programs.

Contribution: \$1500.

Category Two-- These are states with between 25 and 50 secondary education LPS career programs.

Contribution: \$1000.

Category Three - These are states with fewer than 25 secondary education LPS career programs.

Contribution: \$500.

Category Four – These are states with 10 or less secondary education LPS programs or have offered LPS programs for only a few years or just beginning to offer LPS programs. Contribution optional.

### State Secondary Options

- a) Any participating state secondary education entity may add to their annual contribution such items as including all costs for participating in a conference, workshop, or meeting.
- b) Any participating state secondary education entity may add to their annual contribution all their state post-secondary LPS programs at an additional cost of \$500 A State Post-secondary Educational Entity is defined as the state governmental agency responsible for managing the Carl D. Perkins funds for Career and Technical Education students who typically would have completed high school and may consist of trade schools, community colleges, and/or colleges/universities.

## LAPSEN Cohorts

### Post Secondary

Any college, university or similar post-secondary education entity, public or private, with a criminal justice, fire service, law or related public safety program may be a LAPSEN member. This cohort will elect a voting Board Member to represent them in Board matters. Contribution: \$300

### Non-Profit/Professional Associations

Any non-profit having an interest in criminal justice, fire service, law or related public safety programs may be a LAPSEN member. This cohort will elect a voting Board Member to represent them in Board matters. Contribution: Statewide representation may match the cost of that state to join, otherwise \$300. An exchange of services or support, such reciprocal exchanges may include sharing website information, informing members of conferences and projects in which they may be interested, participating in projects and grants and or sharing of newsletters among members. In lieu of contributing services, an organization may contribute funds to a specific project or general area of interest. Either approach must be approved by the LAPSEN Executive Committee.

### School District, School (public or private) or Career Program

This is primarily for those secondary education programs and schools whose state secondary education entity has not joined LAPSEN, although some schools may choose to join separately even if their state is part of LAPSEN. Any school district, school or career program may be a member of LAPSEN. This cohort will elect a voting Board Member to represent them in Board matters. Contribution: \$300

### For -profit Organizations

Any company may be a part of LAPSEN that has products and services that have been viewed as of value by secondary school LPSCS career programs. At least one LAPSEN state secondary education entity member must vouch for the value of what the company offers. Typically, the state proposing membership will have received feedback from career programs in the member's state. If accepted, the organization will receive the following benefits: have their logo and a link on the LAPSEN website, the ability to provide input into LAPSEN's planning and development, e-newsletters for up to ten people, the opportunity to exhibit and apply to do a session at LAPSEN conferences, workshop and specialized meetings, and access to the members only section of the website. This cohort will elect a voting Board Member to represent them in Board matters. Contribution: \$500.

### Individual

This option is primarily for individuals in those states who do not have a secondary education or post secondary LAPSEN membership. Any individual with an interest in the LAPSEN mission may join. This cohort will elect a voting Board Member to represent them in Board matters. Contribution: \$25.

### Agencies

Law and public safety agencies are a critical element of connecting our youth to careers. Any LPS agency can join LAPSEN at no cost. An MOU may be established to identify areas of partnership. This cohort will elect a voting Board Member to represent them in Board matters.

## Agreements and Invoices

### Agreements

In some cases where exchange of funds are not involved, a written agreement will be necessary such as for Sponsorship Contributors and most non-profit organizations. Where agreements are called for the LAPSEN Executive Committee will approve what the organization will contribute, its responsibilities and any benefits it will receive from LAPSEN. This will be detailed in the agreement.

### Invoices

These will also contain what the organization or individual will receive as benefits from LAPSEN as well as their responsibilities to LAPSEN. Examples of agreements and invoices are contained in

## Governance

The members shall control the governance of LAPSEN. The structure will consist of the following:

### Board of Directors

There shall be a Board of Directors, one from each member state. States having a representative on the board shall indicate who the representative shall be along with an alternate. Board membership will be updated on an annual basis. There shall also be a voting representative from each Cohort. Additionally, a representee of AdvanceCTE and the ACTE LPS Section president will serve on the Board as voting members.

### Executive Committee

Shall consist of a chairperson, vice chair, past chair, treasurer, secretary, and designated board members. This committee shall represent the board on day-to-day matters, plan Board meetings, and oversee projects unless delegated by the Committee. Other responsibilities may be assigned as approved by the Board. The Executive Committee will be elected by the Board of Directors at an annual meeting. Any Board member may be considered for office. The following terms will apply:

#### Chairperson

A term of two years

#### Vice Chair

A term of two years and will be moved into the Chairperson's position at the end of their Vice Chair term (only voted on as Vice Chair).

#### Past Chair

The immediate past Chairperson ~~will~~ serves in this position for two years after his or her term as Chairperson has expired.

#### Treasurer

A term of two years and may be re-elected once.

#### Secretary

A term of two years and may be re-elected once.

### Board Representatives

A term of three years. Category Representatives to be elected on schedule to replace “Three Board members” positions in order listed below. “At Large” to be voted in immediately and begin a three year cycle.

- a) Category One Representative – elected by Category One members.
- b) Category Two Representative – elected by Category Two members.
- c) Category Three Representative – elected by Category Three members.
- d) At Large Representative – open to any Board member.

### Ad Hoc

Special committees and project teams may be formed as approved by the board.

## Roles of the Board

- a) Identifying needs of the member states, getting agreement on projects, and providing oversight administration and management of any grants and projects.
- b) Getting agreement on ways to communicate with constituents (instructors, colleges, schools, LPS organizations, LPS non-profits/professional associations) through a website, printed and/or e-newsletters, social media, etc.
- c) Deciding on the process for admitting other members, including states, as primary members.
- d) Decide if LAPSEN wants to host, sponsor, or recommend conferences and workshops.
- e) Decide on what information to obtain from the states and how best to share that information. This can include a directory of career programs by state, curriculum/lesson plans, certifications, assessments, and other resources.

## Roles of Executive Committee:

### Board Chairperson

The Chairperson shall be the chief executive officer of LAPSEN and will be subject to the overall guidance and supervision of the Board of Directors. The Chairperson will give active directions and control of LAPSENs business and affairs. The Chairperson shall serve as the presiding officer of the Board. He or she may sign any MOUs, contracts, or agreements, except in case where the signing and execution thereof shall be expressly delegated by the or by these Bylaws or by statute to some other officers or agent Board of Directors of the Network. The Chairperson is the official spokesperson for the Network during his/her term of office. The Chairperson shall perform such other duties as may be assigned to him/her from by the Board.

### Vice Chairperson

The vice chairperson shall also be designated the Chairperson-elect. The Vice Chairperson shall serve as the Chairperson when requested to do so by the Chairperson or Board. In the event of the Chairperson’s inability or refusal to act, the Vice Chairperson shall perform the duties of the Chairperson, and, when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairperson, specified in this charter. The Vice Chairperson shall perform such other duties that may be assigned by the Chairperson or Board of Directors.

### **Past Chairperson**

The Past Chairperson shall also be the retiring Chairperson. The Past Chairperson shall serve as aide to the new Chairperson, ensuring continuity. The Past Chairperson shall assist the Chairperson in whatever issue the Chairperson deems appropriate.

### **Treasurer**

The Treasurer shall be the legal custodian of the financial records of the LAPSENs funds, subject to the direction and approval of the Board, and provide financial reports as requested with one annual report at the end of the year.

### **Secretary**

The Secretary shall discharge the usual duties of the secretary and record, or cause to be recorded, the proceedings and activities of the Board and LAPSEN in general. The Secretary shall keep the minutes of the meetings of the members and the Board of Directors, and in general, perform all duties incident to the office of Secretary and such other duties that may be assigned by the Chairperson or by the Board of Directors.

### **Board Representatives**

These elected executive committee members will seek feedback from other board members, as appropriate, on all items to come before the board to ensure the voice of the overall Board of Directors are represented.

## **Membership Responsibilities**

Each member state and its representative shall be responsible for the following to remain members in good standing:

- a) Participate fully in all meetings whether in person or on conference call that are called for by the board (unless prior knowledge of absence and/or the alternate represents them).
- b) Contribute resources, and other materials that can be shared nationally.
- c) Promote LAPSEN and its offerings within their spheres of influence except where prohibited by their position.
- d) Follow through and complete what he or she agreed to or provide reasons for not being able to achieve what was agreed to before the agreed completion date.

## **Election of Officers**

Each year, at the annual Board of Directors meeting, the election of officers will take place.

### **Nominating Committee**

At least 90 days prior to that date a nomination committee will be formed of at least three Board Members. They will survey the eligible Board Members to determine interest in the available officer positions and other opening Executive Committee positions.

## Candidates

Each candidate will submit a short bio and a statement as to what he or she believes should be LAPSEN's priorities for the coming years and why as well identifying in what areas each would like to personally focus on.

## Election Process

The nominating committee shall submit the names to the Executive Director who will put together a ballot with the relevant information about each candidate and send it to all voting members at least 20 working days prior to the annual meeting. The nominees receiving the highest number of votes for each position shall be declared elected. In the event of a tie, the winner will be determined by a coin flip. Results shall be announced at the annual meeting.

## Cohort Board Representative Elections

The Executive Director will create a Board nomination and election process for each cohort. Cohort Representatives serve two-year periods. In the start up phase, half of the initial Cohort positions will be for one year to foster the initiation of the process. The Cohort Representative elections will be completed 90 days prior to the Board meeting where elections are scheduled. Current and previous Cohort Representatives on the Board

## Executive Director and Staff

### Executive Director Duties

The Executive Director (XD) serves as the chief executive officer of LAPSEN and reports directly to the Chair of the Board. The XD shall carry out the activities and projects as directed by the Board and Chair. This shall include:

- a) Working with the Chair and other officers to prepare for board meetings.
- b) Organizing and managing conferences and workshops.
- c) Managing the day-to-day finances of LAPSEN.
- d) Actively recruiting other organizations to become contributing members.
- e) Prepares and recommends an annual budget and plan for LAPSEN based on Board identified priorities.
- f) Takes the lead in developing a strategic plan in concert with the Board.
- g) Provides regular reports to the Board.
- h) Oversees the website and e-newsletters and other social media used by LAPSEN as approved by the Board.
- i) Oversees and manages projects approved by the Board unless the Board delegates specific project responsibilities to others.

### Executive Director (XD) Compensation

The XD works under an annual performance contract approved by the Executive Committee. The XD will receive a salary and a percentage of LAPSEN income as approved by the Executive Committee.

Percentages shall be derived from contributions, and income generated from conferences, and workshops. In addition, the XD may receive compensation for work done in specific projects, grants and other work done where a contract is required. In such cases the XD's compensation will be specified in the contract or grant.

## Staff

If approved by the Executive Committee the XD may either hire other staff or contract with others to carry out specific projects approved by the Board.

## Planning and Reports

### Strategic plan

LAPSEN shall have a strategic plan that is reviewed and updated as designated by the Executive Committee. For LAPSIN the elements of its strategic plan include:

- a) Vision Statement: A vision statement, an aspirational statement, of where the Board wants LAPSEN to be in the future, roughly the next three to five years. The vision sets the overall direction for LAPSEN and describes the “what” and the “why” for everything LAPSEN does.
- b) Mission Statement: While the vision describes where LAPSEN wants to be in the future, the mission statement describes what LAPSEN does in the present, describing what LAPSEN does for whom, and how.
- c) Core Values: Values describe LAPSEN’s beliefs and behaviors. They are the things that you believe in that will enable you to achieve your vision and mission. Values can be articulated in the following areas: Leadership, Collaboration, Integrity, Accountability, Diversity, Quality as well as others.
- d) SWOT Analysis: SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis sums up where LAPSEN is now and provides ideas on what LAPSEN needs to focus on.
- e) Long-Term Goals: Long-term goals are three to five statements that drill down a level below the vision and describe how you plan to achieve your vision.
- f) Yearly Objectives: Each long-term goal should have a few (three to five) one-year objectives that advance the goals. Each objective should be as clear as possible: Specific, Measurable, Achievable, Realistic, Time-based with responsibilities assigned for each objective. One person should have ownership to ensure the objective is accomplished and shows the right type of leadership for those involved with the project. Measures that indicate what the final product should look like are critical.
- g) Action Plans: Each objective should have a plan that details how the objective will be achieved. This plan will contain action steps and include completion date and the person responsible. The amount of detail depends on the complexity of the objective.

### Annual Plan and Budget

The annual plan will be the compilation of the yearly objectives and action plans. Accompanying this will be a budget that reflects the costs of achieving the yearly objectives as well as projected income for LAPSEN.

### Annual Report

At the end of the year the Executive Director will prepare an end of the year analysis of the accomplishments of LAPSEN. This report will be based on the yearly objectives and their accomplishments as well as actual income. It will also contain a financial report.

## Management and Financial Administration

### Fiscal Year

LAPSEN fiscal year corresponds to the calendar year and tax year—January through December

### Banking and Checking Account

The XD will establish a checking account with access to that account being decided by the Executive Committee but minimally the Treasurer and Executive Director.

### Reducing Risks and Vulnerabilities

All financial records are open for review by any Board member when requested.

### Financial Records and Reports

The XD and Treasurer shall work together to track expenditures and income. An Annual Report shall be sent to the whole Board each January to cover the previous year and for use in tax reporting.

### Contracts

Contracts less than \$1,000 can be approved by the XD. Contracts between \$1,000 and \$5,000 can be approved by the Board Chair or designee. Contracts exceeding \$5,000 will be approved by the Executive Committee. All contracts may be reviewed by any Board Member.

### Grants

Prior to applying for any grants exceeding \$5,000, the Executive Committee will review the solicitation and decide if the grant would be in the best interest of LAPSEN. If the Board approves, the Executive Director will be directed to apply under any conditions set by the Board. The Board may designate another person to lead the application process. Grants under \$5,000 are under the discretion of the Executive Director. All grant applications and related records are open to review by any Board Member.

### Communications

#### Website

The maintenance and management of the website will be the responsibility of the Executive Director.

#### Newsletter

This will be issued initially on a periodic basis as the Executive Committee deems appropriate.

#### Social Media

The Board shall determine other types of social media that LAPSEN will employ and determine responsibilities for managing those selected.

## Conferences, Workshops and Seminars

### Conferences

The Executive Committee will determine when and where a conference will be held. This determination should be made at least one year prior to the conference itself. In some cases, LAPSEN will be the primary sponsor. In other cases, LAPSEN may partner with another organization that is holding a conference. Once the Executive Committee makes the basic decisions typically it will give the responsibility for the conference to the executive director, although in some cases others may be given

that responsibility. Each month or more often if necessary, a report on progress will be submitted to the Executive Committee.

## Workshops and Seminars

Workshops and seminars will be handled similarly to the Conferences. These may also be sponsored exclusively by LAPSEN or in partnership with one or more organizations.

## Databases

### LAPSEN Database

This will be LAPSEN's primary database. This will contain all the contact data on all LAPSEN contributors as well as all the contacts submitted by states of those instructors and administrators of secondary school career programs.

### Newsletter Database

This database will contain minimally the name, email and state of those who will be receiving the e-newsletters.

### LPSCS Program Directory (all secondary education programs)

This will be a directory of all secondary career programs in the country. The Board will determine when this will be developed and what data elements each program will contain in order to describe it in sufficient detail.

## Conflict of Interest Policy

### Purpose

The purpose of the conflict-of-interest policy is to protect LAPSEN'S interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of LAPSEN or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### Definitions:

- a) Interested Person: Any director, principal officer, or member of a committee with LAPSEN governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- b) Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
  - a. An ownership or investment interest in any entity with which LAPSEN has a transaction or arrangement,
  - b. A compensation arrangement with LAPSEN or with any entity or individual with which LAPSEN has a transaction or arrangement, or
  - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which LAPSEN is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that aren't insubstantial. A financial interest isn't necessarily a conflict of interest.), A person

who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

## Procedures

- Duty to Disclose: In connection with any actual or possible conflict of interest, an interested officer person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- Determining Whether a Conflict of Interest Exists: After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.
- Procedures for Addressing the Conflict of Interest: a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/ she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest. b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement. c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest. d. If a more advantageous transaction or arrangement isn't reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in LAPSEN's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.
- Violations of the Conflicts of Interest Policy:
  - If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
  - If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

## Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board's or committee's decision as to whether a conflict of interest in fact existed.

- b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## Compensation

- a) A voting member of the governing board who receives compensation, directly or indirectly, from LAPSEN for services is precluded from voting on matters pertaining to that member's compensation.
- b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from LAPSEN, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

## Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a) Has received a copy of the conflicts of interest policy,
- b) Has read and understands the policy,
- c) Has agreed to comply with the policy, and
- d) Understands that LAPSEN is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

## Periodic Reviews

To ensure that LAPSEN operates in a manner consistent with charitable purposes and doesn't engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b) Whether partnerships, joint ventures, and arrangements with management organizations conform to LAPSEN's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and don't result in inurement, impermissible private benefit, or in an excess benefit transaction.

## Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.