

Concerns of Police Survivors, Inc.

Standard Operating Procedures

1.0. NATIONAL BOARD

1.1. GENERAL DUTIES:

- A. Those officers serving as a voting member of the C.O.P.S. organization are the National President, Immediate Past National President, and nine Region Trustees. Those officers serving as non-voting members of the C.O.P.S. organization shall be the Executive Director and the Executive Director Emeritus.
- B. The Executive Director and the Executive Director Emeritus, as non-voting members, shall have voice during meetings but shall not have the right to make motions. They may, however, recommend actions for the National Board to consider.
- C. The National Chapter Liaison may be invited by the National President to attend and participate at a National Board Meeting but shall have no vote on any issue. However, he/she may recommend actions for the National Board to consider.
- D. In an emergency, the National President, with approval of the National Board, shall appoint a suitable temporary replacement for the Executive Director until a permanent Executive Director can be hired.
- E. The National Board shall submit complete Expense Reimbursement forms and Travel Reimbursement forms along with accompanying receipts within thirty (30) days to the National Office and maintain his/her own Board Expense Fund.
- F. The SOPs shall be changed in accordance with Bylaws Article XV "Special Rules of Order".

1.2. RESPONSIBILITIES OF THE NATIONAL PRESIDENT:

- A. Shall be the Chief Executive Officer (CEO), Presiding Officer of this organization and shall be acknowledged as the immediate supervisor of the Executive Director.
- B. In an emergency, the National President, with approval of the National Board, shall appoint a suitable temporary replacement for the Executive Director until a permanent Executive Director can be hired.
- C. Shall be the primary spokesperson of the organization.

- D. Shall preside at all C.O.P.S. conferences, meetings and activities of the C.O.P.S. members and at meetings of the National Board.
- E. Shall be available to the press and in the public eye.
- F. Shall represent and promote C.O.P.S. at talk shows, press conferences, seminars, rallies, meetings, etc., in any way possible. Shall designate who will represent the organization in his/her absence.
- G. Shall be willing to write and present speeches and conduct seminars for the public, law enforcement, and survivors on behalf of C.O.P.S.
- H. Shall be available to travel.
- I. Shall submit his/her report 21 days prior to the: December/January National Board Meeting for the period of June 1 through October 31; July National Board Meeting for the period of November 1 through May 31.
- J. Shall be an ex-officio member of all committees, except the Nominations/Elections Committee and the Elections Audit Committee.
- K. Shall appoint the majority of any committee, committees, or any council formed, to inquire into any affair or matter concerning or affecting the organization.
- L. Shall be responsible for preparing the agenda for the National Board meetings.
- M. Shall be responsible for reviewing minutes, making corrections as necessary, prior to sending draft minutes to the National Board for approval.
- N. Shall be responsible for the President's Message in the C.O.P.S. Newsletters.
- O. Shall keep up-to-date on issues facing the law enforcement community concerning C.O.P.S.
- P. Shall oversee and approve the National Board's travel.
- Q. Shall convey to successor all unfinished business of the organization and all organization property in his/her possession.
- R. Shall perform other duties on behalf of the organization as deemed necessary.
- S. Shall attend social functions and network with attendees when representing C.O.P.S. at a conference.

1.3. RESPONSIBILITIES OF THE IMMEDIATE PAST PRESIDENT:

- A. Shall advise and assist the new National President during the transition period.
- B. Shall share with the new Board his/her insight from past experiences.
- C. Shall serve as an official spokesperson of the organization when designated.
- D. Shall be available for travel with approval by National President.
- E. Shall notify the National President and receive prior approval by completing the necessary forms for upcoming speaking engagements.
- F. Shall be willing to write and present speeches on behalf of C.O.P.S.
- G. Shall serve in an advisory capacity to the National Board.
- H. Shall Chair the Nominations/Elections Committee.
- I. Shall Chair the Past Leadership Committee.
- J. Shall be responsible for keeping Past Leadership Committee members apprised of activities and issues of the organization and will ensure that approved minutes are sent to the Past Leadership Committee from the National Office.
- K. Shall be responsible for swearing in new Board members immediately following the elections.
- L. Shall report to the National President 30 days prior to a Board meeting any matter wished to be added to the meeting agenda.
- M. Shall submit his/her report 21 days prior to the: December/January National Board Meeting for the period of June 1 through October 31; July National Board Meeting for the period of November 1 through May 31.
- N. If authorized to travel by the National President, shall attend social functions and network with attendees when representing C.O.P.S.

1.4. RESPONSIBILITIES OF CHAIR OF TRUSTEES:

- A. Shall perform other duties of Region Trustees.
- B. Shall act as President Pro Tem of the organization when necessary and shall replace the National President should the National President be unable or unwilling to fulfill his/her term of office.
- C. Follow up with Region Trustees to ensure they are functioning in their positions.

1.5. RESPONSIBILITIES OF REGION TRUSTEES:

- A. Shall be an official spokesperson of the organization when designated.
- B. Shall be available for travel within their region or designated by the National President.
- C. Shall be responsible for collection and dissemination of information relative to C.O.P.S. in their particular area.
- D. Shall notify the National Office of any reported line-of-duty death in his/her region.
- E. Shall work with region chapters to ensure contact with any law enforcement agency that has lost an officer to a line-of-duty death in their region.
- F. Shall establish and maintain contact with new and past survivors in his/her region.
- G. Shall be willing to write and present speeches on behalf of C.O.P.S.
- H. Shall complete and submit Travel Authorization form to the National President for prior approval.
- I. Ensure that a yearly audit of the financial records of National C.O.P.S. is conducted by a Certified Public Accountant (CPA).
- J. Shall be responsible for cultivating leads within his/her region for fund raising opportunities for the National C.O.P.S. organization. Shall contact local and regional law enforcement agencies offering information about C.O.P.S.
- K. Shall perform other duties on behalf of the organization as deemed necessary.
- L. Shall report to the National President 30 days prior to a Board meeting any matter wished to be added to the meeting agenda.
- M. Shall submit his/her report 21 days prior to the:
 - December/January National Board Meeting for the period of June 1 through October 31;
 - July National Board Meeting for the period of November 1 through May 31.
- N. Shall attend social functions and network with attendees when representing C.O.P.S.

1.6. RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR:

As an employee of the organization, working at the direction of the National Board, and a non-voting member of the National Board of Concerns of Police Survivors, Inc., the Executive Director shall:

- A. Reside near the C.O.P.S. National Office.
- B. Be an employee of the organization.
- C. Acknowledge the National President as his/her immediate supervisor.
- D. Be knowledgeable of the wants, needs, problems, and emotions of law enforcement life.
- E. Be responsible for administering all aspects of services provided to the membership of C.O.P.S.
- F. Be responsible for the everyday business of the organization including but not limited to the responsibility for hiring, discharging, overseeing, evaluating and directing the work of the office staff of the organization. All staff additions must be approved by the National Board and budgeted accordingly. This includes ensuring that all employer responsibilities required by Federal and State regulations are met.
- G. Work with the National Board to identify the need for, develop, implement or revise any policies and procedures that lead to effective leadership and management of the National organization and/or its chapters
- H. Work under the direction of the National Board to secure funding for any and all of the organization's programs. This includes, but is not limited to, writing grants and various in-house fundraising that are vital to the organization's financial well-being.
- I. Develop, write, and/or oversee the production of newsletters for survivors and law enforcement agencies to educate and meet the psychological, financial, and legal support needs of America's law enforcement survivors. Ensure the newsletter is viewed by the Communications Committee to ensure quality of content.
- J. Oversee the planning and implementation of Hands-On Programs.
- K. Work with the National President of C.O.P.S. to develop the agenda and business to present to the National Board at regularly scheduled or special Board meetings each year.
- L. Shall submit his/her report 21 days prior to the: December/January National Board Meeting for the period of June 1 through October 31; July National Board Meeting for the period of November 1 through May 31.
- M. Develop training programs and curriculum for the Board, chapters, staff, and law enforcement personnel. Secure training facilities for various trainings required for the organization and its purposes.

- N. Provide daily oversight of the funds of the organization in accordance of the financial policy statement as approved by the National Board, and be responsible for the reporting of the financial status of the organization. Prepare budgets, direct staff to prepare quarterly and yearly financial reports, and file those reports with appropriate governmental agencies. This includes filing paperwork necessary to conduct C.O.P.S.' national fundraising activities.
- O. Oversee the work necessary to develop an annual list of officers killed in the line of duty according to our Mission Statement as listed in the Bylaws. Work with officials at PSOB, FBI, NLEOMF, and FOP to develop the list for National Police Week, benefits, and C.O.P.S. membership purposes.
- P. Work with various committees of the National Board to develop projects, policies and procedures for effective and efficient handling of the organization's business.
- Q. Serve as the Secretary, Recording Secretary, Treasurer, Chief Financial Officer, etc., as required for filing of paperwork with Federal, state, local governments and/or banking or investment institutions.
- R. Oversee all aspects of C.O.P.S.' activities for National Police Week; secure hotel blocks, transportation, prepare the conference agenda, hire consultants/counselors needed for the National Police Survivors' Conference and "C.O.P.S. Kids and Teens" program..
- S. Serves as the chairperson and recording secretary of the National Police Week Committee.
- T. Oversee the development of public relations materials for the organization and the printing and distribution of that material.
- U. Ensure the confidentiality of the organizational business and directed procedures of the organization.
- V. Ensure the safekeeping and updating of all organizational documents, policies and procedures, and require staff to ensure the confidentiality of survivor information and/or financial assistance paid to survivors.
- W. Ensure the organization has appropriate insurance coverage.
- X. Ensure an independent accounting firm conducts an annual audit and files appropriate Federal and state tax returns.
- Y. Be available for travel to represent the organization at programs, trainings, conferences, meetings, etc., as needed.

- Z. Work with Legal Counsel on any legal issues that may arise on behalf of the organization utilizing the National Board approved attorney.
- AA. Oversee staff and staff issues including employment and benefit issues and updating the Employee Handbook as directed by the National Board.
- BB. Sign all contracts for business purposes and ensure the organization adheres to contract requirements.
- CC. Oversee the work of C.O.P.S. employees ensuring the best possible representation of the organization is seen by the individuals served by the organization.
- DD. Oversee the organization's facilities, ensuring a comfortable working environment for all employees.
- EE. Have custody of the books, records, documents, and office paraphernalia and equipment, under the general authority and orders of the National President and the National Board.
- FF. Serve as an official spokesperson of the organization.
- GG. Designate a staff member to take and transcribe minutes of all conference calls and National Board meetings submitting same to the National President for addition or correction prior to issuing copies of these minutes to the National Board for final approval.
- HH. Safely keep the Bylaws of this organization and keep records of official amendments.
- II. Furnish a surety bond for the faithful performance of duty in such amount as shall be specified by the National Board.
- JJ. Deliver all organization possessions to their successor.
- KK. Work with Congress, Federal agencies, and various levels of government on behalf of C.O.P.S. membership.
- LL. Furnish copies of all quarterly financial reports and progress reports to the National President and National Board.
- MM. Be responsible for submitting paperwork required by funding agencies, taxing organizations, etc.
- NN. Attend social functions and network with attendees when representing C.O.P.S.
- OO. Create any new position(s) with prior approval from the National Board.

PP. Perform other related duties as business requires for the good of the organization or as directed by the National Board.

1.7. RESPONSIBILITIES OF EXECUTIVE DIRECTOR EMERITUS:

- A. The Executive Director Emeritus shall serve on the C.O.P.S. Past Leadership Committee and serve as the liaison between the Past Leadership Committee and the C.O.P.S. National Board until such time she is unable or unwilling to serve.
- B. The Executive Director Emeritus shall serve as a member of the Advisory Committee.
- C. The Executive Director Emeritus can attend all Hands-On Programs as well as National Police Week events and conferences as coordinated with the Director of Programs.
- D. The Executive Director Emeritus can present the Traumas of Law Enforcement, and any other law enforcement training as a certified trainer.
- E. When attending National Police Week, Hands-On Programs, Conferences, Traumas of Law Enforcement and any other C.O.P.S. function the Executive Director Emeritus shall be available to network and further the mission of C.O.P.S.

1.8. RESPONSIBILITIES OF C.O.P.S. PAST LEADERSHIP COMMITTEE:

- A. The Immediate Past President shall chair the Past Leadership Committee. Past Leadership Committee members must be Past National Presidents who are ex-officio members of the National Board and the Executive Director Emeritus. Members of the committee shall be given the option to serve annually.
- B. Shall offer advice to the National Board so as to maintain consistency with the history and mission of C.O.P.S.
- C. The Past Leadership Committee will assist in bridging any communication gap between the National Board and the chapters.

1.9. RESPONSIBILITIES OF C.O.P.S. NATIONAL COMMITTEE CHAIRPERSONS:

- A. Be cognizant of the duties and responsibilities required when appointed as a Committee Chairperson and complete required Committee tasks in a professional manner.

- B. Shall submit his/her report 21 days prior to the: December/January National Board Meeting for the period of June 1 through October 31; July National Board Meeting for the period of November 1 through May 31.

SOP 1.2.I, 1.3.L, 1.5.M, 1.6.E and 1.7.12 amended May 11, 2016

SOP 1.2.I, 1.3..L, 1.5.M, 1.6.X, 1.7.12 and 1.10 amended July 7, 2016

SOP 1.6 amended September 15, 2016

SOP 1.2I, 1.3.L, 1.5.M., 1.6.X., 1.6.DD, 1.7.12., 1.10.B amended December 4, 2017

SOP 1.0 amended, Control #8313-01 – January 9, 2019

SOP 1.3.J. amended, Control # 9050-01 – February 25, 2019

2.0. NATIONAL OFFICE:

2.1. GENERAL GUIDELINES:

- A. All employees of C.O.P.S. shall be hired by the Executive Director and shall meet the criteria set by the Executive Director with the National Board approval.
- B. All employees of C.O.P.S. will receive a copy of the Employee Handbook and will follow the guide set forth in such Handbook.

2.2. OFFICE RESPONSIBILITIES PERFORMED DAILY/AS NEEDED:

- A. Handle telephone calls and refer to appropriate staff members.
- B. Open and distribute mail to appropriate staff members.
- C. Update files as needed and create and maintain databases as needed.
- D. Produce and mail form letters to survivors and agencies as necessary from data received from the Department of Justice, news clippings, and reports from survivors.
- E. Process and mail form letters to survivors requesting additional family information to families whose officer's death has been ruled in the line of duty.
- F. Dictate, transcribe, draft, duplicate and mail correspondence.
- G. Process requests for information for Board, Chapters, survivors, agencies, the general public, media, etc.
- H. Handle requests from survivors addressing specific grief/benefits issues that may impede their grief.
- I. Refer survivors and/or general public calls to appropriate Board members, survivors, professionals, organizations, etc., to fill their need.
- J. Process, review, and authenticate bills, draw checks, and mail payments.
- K. Review direct mail campaign materials, copy, etc., to meet needs of the organization, the IRS, and Accounting Procedure 87-2 for joint cost allocations.
- L. Research and develop new programs, literature and information based on the changing needs of our survivors and law enforcement in general.
- M. Research and develop new means of fund raising to meet the needs of new programs.

- N. Develop new contacts in the law enforcement and business professions, secure volunteers, and assist chapters for the good of the C.O.P.S. organization.
- O. Attend conferences, present seminars, and speak on behalf of the organization.
- P. Process direct mail pieces received at the National office. Produce thank-you letters to all donors who contribute over \$50 to C.O.P.S. through direct mail.
- Q. Process contributions to C.O.P.S. from citizens, businesses, corporations, etc., sending thank you letters and adding information to appropriate contributor data bases.
- R. Review existing policies and procedures and update as directed by the Board.
- S. Develop brochures, mail-outs on various activities of C.O.P.S. as needed, and prepare for mailing.
- T. Maintain office equipment and computer software and develop databases to meet the record keeping process of the organization.
- U. Maintain stock of office supplies, merchandise and resource materials and order necessary items to replenish stock.
- V. Pack and ship materials for conferences, trainings, etc.
- W. Maintain the filing system of the organization.
- X. Perform any other additional duties as directed.

2.3. OFFICE RESPONSIBILITIES PERFORMED WEEKLY:

- A. Prepare bank deposits for donations, merchandise sales, etc. Process includes typing report, deposit ticket, stamping checks, copying checks, and entering checks into database.
- B. Maintain daily logs of funds expended on behalf of the organization from all accounts (General Account, Money-Market Account, "C.O.P.S. Kids" Account, JAAFF Account, etc.).
- C. Maintain general ledgers for the organization and handle cost allocation of all expenses for all accounts.

2.4. OFFICE RESPONSIBILITIES PERFORMED BI-WEEKLY:

- A. Maintain personnel files, time sheets, and prepare payroll.

2.5. OFFICE RESPONSIBILITIES PERFORMED MONTHLY:

- A. Compare reports on line-of-duty deaths with PSOB, FBI, FOP and NLEOMF reports.
- B. Prepare labels and envelopes to mail anniversary cards to survivors.
- C. Prepare reports for Board members and chapters on line-of-duty deaths.
- D. Enter payables, receivables, and journal entries into automated accounting system.
- E. Reconcile all bank accounts of the organization and prepare monthly financial statements.
- F. Prepare State and Federal payroll returns.
- G. Keep appropriate records and handle necessary correspondence regarding C.O.P.S. merchandise.

2.6. OFFICE RESPONSIBILITIES PERFORMED QUARTERLY:

- A. Gather information, write articles and oversee production of a quarterly newsletter. Insure newsletter is mailed to everyone in our database and distribute additional copies to Board members.
- B. Prepare forms, disseminate forms, and seek volunteers to serve on selection committee, review applications, and prepare applications for review by Scholarship Committee. Prepare letter of notice to recipients, institution of higher learning, and disburse funds for scholarship recipients.
- C. Write and distribute press releases to Media mailing list.
- D. Prepare press releases written for subject or area specificity.
- E. Prepare and distribute quarterly financial statements for the organization.
- F. Prepare financial and progress reports for Department of Justice grants.
- G. Handle all aspects of preparation for Board Meetings. Prepare Board Meeting minutes for review of National President, prepare copies for Board Members, and update any policies that may have been changed as a result of that Board Meeting.
- H. Prepare bi-annual Rap Sheet; 4-6 page newsletter for law enforcement agencies nationwide.

2.7. OFFICE RESPONSIBILITIES PERFORMED YEARLY:

- A. Perform National Police Week preparations including planning of seminars, coordination of all activities for survivor participation, mail invitations and information, coordinate volunteers, hire professional counselors, find support personnel, develop Seminar Program, handle participant responses, etc.
- B. Prepare reports, correspondence, and distribute cash payments to eligible surviving families from the Japanese/American Friends of Law Enforcement Foundation (JAFLEF) grant.
- C. Prepare reports, correspondence, and cash payments to eligible surviving families that do not receive financial assistance from the JAFLEF grant.
- D. Organize, publicize, and handle paperwork involved with Summer Camp and each Hands-On Program.
- E. Prepare annual financial statements and annual reports.
- F. Prepare state registrations for permits to conduct solicitation in states and regions where required.
- G. Prepare annual budget, cash projections, project expense reports and use of cash reports.
- H. Ensure a yearly audit by a certified public accountant is performed on all accounts of the organization.
- I. Prepare W-2 forms for employees and 1099's for contract employees of C.O.P.S.
- J. Plan and carry out the "Blue Ribbon Campaign" in support of law enforcement.
- K. Plan and carry out "Project Blue Light" in support of law enforcement.
- L. Prepare report for the IRS listing official C.O.P.S. chapters covered by C.O.P.S. group exemption.

3.0. CHAPTERS:

3.1. SCOPE:

Chapters of Concerns of Police Survivors, Inc. (C.O.P.S.) are subsidiary organizations to National Concerns of Police Survivors, Inc. This Standard Operating Procedure (SOP) establishes policy and guidelines for chapters of National C.O.P.S.

3.2. GUIDELINES FOR STARTING A C.O.P.S. CHAPTER:

The purpose of a chapter is to create an organized action that promotes the mission of C.O.P.S. within an approved boundary. Individuals desiring to establish a C.O.P.S. chapter in their community and/or state shall do so by following the *Guidelines for Starting and Running a Healthy C.O.P.S. Chapter* (Addendum #1A).

- A. Any member as defined in the Chapter Bylaws, Article III, Membership, Section 1 and 2 are eligible to start a chapter. Affiliate memberships such as local law enforcement personnel, business leaders, and citizens who are interested in the work of C.O.P.S. may also start a chapter. However, Affiliate Members shall not be eligible to vote or hold office.
- B. To start a chapter there must be five committed people. This must include a minimum of three line of duty death (LODD) survivors, at least one year out from their officer's death. Two of the five applicants can be Affiliate Members. The applicants can be from the same family of the fallen officer; however, when the Chapter Board positions are elected they must not be from the same family of the fallen officer.
- C. Individuals desiring to establish a chapter shall contact the National Chapter Liaison (NCL) at the C.O.P.S. National Office and request a *Chapter Development Packet 1* (Addendum #1).
- D. The NCL will consider the following in the approval of an application:
 - 1. The number of applicants who have attended the C.O.P.S. National Police Survivors' Conference at National Police Week in Washington, DC;
 - 2. The number of applicants who have attended at least one Hands-On Program appropriate to the category of survivorship; and
 - 3. The number of applicants who have attended a Traumas of Law Enforcement (TLE) Training. Attendance at these C.O.P.S. programs or training is subject to consideration but is not necessarily a requirement.
- E. The NCL will review the completed application and give recommendations to the C.O.P.S. National Board regarding the feasibility of the proposed chapter. The C.O.P.S. National Board will vote to determine whether or not to accept the application and proceed further with chartering the proposed chapter.

- F. Once the initial application has been accepted, a *Chapter Development Packet 2* (Addendum #2), will be sent to the applicants and the process of chartering a chapter will begin and should take no more than six months.
- G. Once all necessary paperwork is completed, a vote will be taken by the C.O.P.S. National Board to present a charter to the newly-designated chapter.
- H. The newly chartered chapter will schedule a Business Meeting notifying the current membership in writing, mail and/or email a minimum of 30 days in advance. At this Business Meeting, the Chapter Board will be elected by majority vote of the members present.

3.3. RESPONSIBILITIES OF THE CHAPTER:

A. RESPONDING TO LINE OF DUTY DEATH (LODD):

As a C.O.P.S. Chapter, a designee of the chapter must respond to line of duty deaths (LODD) in their Chapter region. When a LODD occurs:

1. Any member upon hearing of a LODD should notify the Chapter President. The Chapter President shall notify the Region Trustee unless the Chapter has pre-determined who will respond to all LODD, e.g., Funeral Response Team.
2. The Chapter President shall call a meeting (in person or phone) with the Chapter Board to discuss the designee.
3. The designee shall reach out to the law enforcement agency and offer the support of the chapter. Examples of support provided could be offering to assist with funeral planning, meeting with the family, care for struggling co-workers, etc. This may vary by the agency's preferences, relationship the chapter has with the agency and the capacity of the chapter.
4. The chapter should reach out to the Region Trustee and the C.O.P.S. National Office if the agency requests support that is beyond the chapter's ability or capacity.
5. C.O.P.S. believes it is in the hiring agency/employers responsibility to notify the family of the death of the officer. No details of the death shall be announced by the chapter until the agency has formally announced the death.
6. Before responding as a C.O.P.S. Chapter to an officer/agent death, the agency must have made an official statement to the chapter of the death and the circumstances that indicate that more likely than not the death was in the line of duty. Past experience shows that a final LODD determination may not be decided until a much later time.
7. The Chapter President or designee should notify chapter members of the details of the funeral and ensure there is chapter representation at the funeral services.
8. After the funeral services, and when the time seems appropriate, the chapter should follow-up with the family offering peer support. It is sometimes

- beneficial to link chapter members of the same survivor group to the individual family members needing assistance.
9. Within two weeks of the death or when the time seems appropriate, the Chapter President or designee should ensure that the agency and the family have the benefits packets (PSOB, state and others) and assistance is offered in the filing of the benefits.
 - a. Chapter members should be reminded not to make promises concerning LODD designation or benefits.
 - b. If the Chapter is not able to assist with filing benefits, they shall contact the National Office for assistance through the National Chapter Liaison.
 10. Within two weeks following the funeral, the Chapter President or designee shall provide the National Office:
 - a. The Survivor Contact Form (Addendum #3A)
 - b. The Officer Statistic Form (Addendum #3C)
 11. The initiating C.O.P.S. Chapter located in the regional area of the officer's agency is the chapter that responds to that LODD. National C.O.P.S. recognizes that there will be occasions when a LODD may occur and there may be questions as to which chapter should initially respond. If that is the case the following procedure should be followed:
 - a. Contact your Region Trustee within 24 hours of the LODD to discuss who is to respond to the LODD, if in question.
 - b. The Region Trustee shall contact the National Chapter Liaison to discuss the responding Chapter and make a final determination.
 - c. Once a determination has been made, the Region Trustee shall notify both Chapters in question of the determination.
 12. There are also times where survivors of the fallen officer will live in different chapter areas. The chapter where the agency is located is the primary responding area for the purposes of initial aftermath of the death and the funeral. When family members reside in different chapter areas, the respective chapters are encouraged to work together to ensure that the family members are well supported. At a minimum, the primary responding chapter should notify other chapters that they have a new survivor in their area that will require follow-up peer support and chapter services.
 13. When a LODD occurs in an area without chapter representation, the Region Trustee together with the National Chapter Liaison will meet and assign a chapter to assist, or the Region Trustee will assist.

B. DEFINITIONS:

"Initiating Chapter" refers to the chapter having initial contact with the department/agency.

3.4. PEER SUPPORT:

- A. One of the founding principles of C.O.P.S. is peer support. Peer support occurs when people with similar experiences are able to listen, give hope and guidance to

those in need of help and support. Chapters are expected to provide continuing peer support for their members in the manner the chapter best sees fit to provide this support. For example, chapters could host social functions, peer support meetings, individual outreach, tributes, etc. Chapters shall also **strongly** encourage attendance at National C.O.P.S. Hands-On Programs.

- B. The Chapter President or designee shall assist families in the planning for the National Police Survivors' Conference during National Police Week to include participating in C.O.P.S. conference sessions and Hands-On Programs.

3.5. COMMUNITY AWARENESS:

- A. The Chapter shall engage in partnerships and public relations activities with their community and local law enforcement agencies to promote C.O.P.S. and its mission, for example, participating in the Law Enforcement Appreciation Day (L.E.A.D.), Blue Blood Drive, Project Blue Light, and local memorial and tribute services, etc.

3.6. TRAINING:

- A. Chapters will engage in continual training to remain current and in compliance with national standards and to continue to improve in services they are able to provide. Chapter Board members must have attended the C.O.P.S. National Police Survivors' Conference at National Police Week (NPW). They must attend at least one of their survivorship's Hands-On Program or Traumas of Law Enforcement training at any time during their term of office. A new Board member must attend Board/Chapter Training at least once during their term of office.
- B. **E-Learning:** Online training, when available, may be accessible to chapter members. If the E-Learning is made mandatory by National C.O.P.S., the chapter officers who fail to comply may be subject to removal from their position on the Chapter Board.
- C. **Board/Chapter Training:** C.O.P.S. must rely on its chapters to provide immediate support to surviving law enforcement families and ensure C.O.P.S. business is conducted in a professional manner at the grassroots level. This two-day training is provided to help chapter leadership understand how their business practices reflect on the national organization and vice versa.
 - 1. Chapters are required to send one representative to participate in the annual Board/Chapter Training. If a chapter has a new Board member, it is highly recommended that the new Board member attend this training during their first term to familiarize themselves with the business side of running a chapter.
 - 2. The cost (airfare/mileage [whichever is less expensive], meals and lodging) for two representative's participation in the training will be met by National C.O.P.S. through a reimbursement process. If the chapter wants to send more

- than two representatives, they should first request approval of the National Office and the chapter will be responsible for their costs.
3. The Chapter is required to register the participant(s) with the C.O.P.S. National Office prior to the registration deadline.
 4. The chapter is required to arrange for transportation at least 30 days prior to the start of Board/Chapter Training to ensure that National C.O.P.S. is paying reasonable transportation costs for the representative's attendance.
 5. Once at Board/Chapter Training, the chapter representative will provide the receipts for travel to the designated National C.O.P.S. staff member to apply for reimbursement.
 6. Reimbursements for travel costs will be sent to the participant(s) or the chapter (depending on who fronted the travel costs) within two weeks following the completion of the training.
 7. The chapter that fails to send at least one representative to the annual Board/Chapter Training will be charged a penalty fee of \$500.00.
 8. The chapter that pays the penalty fee for one missed year and then fails to send a representative the following year, will then be charged an additional \$500.00.
 9. The chapter that fails to pay the penalty (penalties) will be sent certified mail notification that National can disband the chapter for failure to comply with this National C.O.P.S. requirement.
 10. If the chapter has missed a Board/Chapter Training session, they must pay the penalty fee to be allowed to attend the following year's Board/Chapter Training.
 11. The chapter that does not pay the penalty for missing the training the first year and does not attend the training the second year will be sent notice by certified mail requesting payment of the \$1,000.00 penalty fee within 30 days or the chapter will be immediately disbanded or have their Chapter Board replaced by the National Board.
 12. The chapter that does not send a representative for three consecutive years (but has paid the penalties for the two previous years of noncompliance) will be sent certified notification that the National Board will disband the chapter immediately or have their Chapter Board replaced for failure to comply with this National C.O.P.S. requirement.
 13. If the designated primary chapter representatives or designated replacement fails to attend all of the training or leave early without approval from the National Chapter Liaison, the chapter will not be given credit for attendance and will be subject to penalties as stated above.
 14. If a chapter does not have funds for travel costs or to pay the penalties within thirty days of notification, the chapter should notify the NCL for other arrangements and/or considerations.
 15. If a chapter feels that it has extenuating circumstances that warrants an exception to the payment of a penalty fee, the Chapter President may request an exception to policy to the NCL to waive the payment of the penalty fee. If the chapter does not agree with the decision of the NCL, it can appeal this decision to the C.O.P.S. National Board.

3.7. PUBLIC SAFETY OFFICERS' BENEFITS TRAINING (PSOB):

The C.O.P.S. National Office hosts Public Safety Officers' Benefits Program training. These trainings are for C.O.P.S. chapter representatives, qualified survivors, and law enforcement officers held at various times and locations throughout the year.

3.8. TRAUMAS OF LAW ENFORCEMENT (TLE):

Traumas of Law Enforcement Training provides training to America's law enforcement agencies on how to appropriately respond to officers and their families affected by line of duty death. This training will also present information regarding appropriate response to officers handling critical incident trauma, disability, and law enforcement officer suicide. Chapter members are encouraged to attend and participate in TLEs in their areas. There is no cost to the chapter to attend this training other than the travel expenses, meals, and lodging. Registration is required.

3.9. HOSTING/LOCAL PRESENTATIONS:

In order to promote awareness of survivor issues, chapter members may present to audiences his/her personal survivor experience, chapter business and C.O.P.S. survivor benefits. In order to keep our message consistent, trainings over two hours must have prior approval with the National President or Executive Director, but are normally reserved for certified C.O.P.S. trainers. The process to become a certified C.O.P.S. trainer is outlined in SOP 7.0. The TLE is proprietary training of C.O.P.S. which can be conducted only through the C.O.P.S. National Office by certified trainers.

3.10. CRITICAL INCIDENT STRESS MANAGEMENT (CISM):

Critical Incident Stress Management is a two-day training program such as "Individual Crisis Intervention and Peer Support". This training will provide C.O.P.S. members, chapter representatives, chapter board members, and National board members with the tools and resources needed to provide support to law enforcement surviving family members, affected agencies, and co-workers at the local level. Crisis intervention is NOT psychotherapy, rather, it is a specialized acute emergency mental health intervention which requires specialized training. This course is designed for anyone who desires to increase their knowledge of individual (one-on-one) crisis/peer support intervention techniques.

3.11. FIDUCIARY RESPONSIBILITY/ACCOUNTING PROCEDURES:

- A. In order to uphold the highest standards and ensure the integrity, honesty, and reputation of the entire C.O.P.S. organization, the chapter must comply with the provisions of the *Financial Ethics & Accountability Form* (Addendum#4).
- B. Chapter Board members are required to read and commit by signing the *Financial Ethics & Accountability Form*.

- C. By August 15, each chapter will file an annual IRS return, either an IRS Form 990, an IRS Form 990-EZ or an IRS Form 990-N (e-Postcard), with the IRS.
- D. Copies of the chapter's IRS report will be forwarded to the National Chapter Liaison by July 31 each year.

3.12. DISCIPLINARY ACTION:

- A. National C.O.P.S. understands the importance of filing the appropriate paperwork with the National Office in a timely manner. National C.O.P.S. also understands that on an annual basis the Federal IRS guidelines, specific state guidelines, and an audit review or annual audit must be met by each chapter. Also, Business Meetings shall be held at least quarterly within each chapter and the minutes filed. The financial statements of the chapter must also be filed each quarter. The required paperwork is specified in the chapter Bylaws and summarized in the Calendar of Paperwork Due Dates (Addendum # 7). This Standard Operating Procedure sets policy for this stated paperwork. All questions regarding chapter paperwork should be directed to the National Chapter Liaison.
- B. The National Chapter Liaison can make recommendations to the National Board to remove and appoint officers in a chapter if the circumstances warrant the action. The recommendation(s), if approved by the National Board would be forwarded to the Chapter Board and then acted upon by the NCL.
- C. When a chapter fails to submit quarterly documents as required:
 - 1. First quarter missed, the chapter will receive a phone call to the primary contact from the NCL.
 - 2. Two consecutive quarters missed, the chapter will be given notice by e-mail from the NCL.
 - 3. Three consecutive quarters missed, the chapter will be sent written notice by certified mail from the NCL.
 - 4. Four quarters missed or more, the chapter will be disbanded.
- D. When a chapter fails to submit annual reports as required:
 - 1. After 30 days, the chapter will receive a phone call to the primary contact from the NCL.
 - 2. After 60 days, the chapter will be given notice by e-mail from the NCL.
 - 3. After 90 days, the chapter will be sent written notice by certified mail from the NCL.
 - 4. After twelve months, the chapter will be disbanded.
- E. When a chapter is notified by e-mail, every Chapter Board officer will be sent the notice. A request for delivery and read receipts will be included.

- F. When a chapter is notified in writing by certified mail every Chapter Board officer will be sent the notice. A return receipt will be requested.
- G. The Standard Operating Procedure for disbanding (paragraph 3.15 below) will be followed if the Chapter chooses to be disbanded.

3.13.VOTING/ELECTION PROCEDURES/CAMPAIGNING:

- A. National C.O.P.S. understands the importance of using parliamentary procedure to conduct meetings by following Robert's Rules of Order Newly Revised. C.O.P.S. also understands the need to define the varying types of members within our organization and their voting rights within a local chapter meeting. This Standard Operating Procedure sets policy for categories of members and voting privileges they may be afforded within the organization.
 - 1. To be registered as a member (as defined in the Bylaws, Article III Membership) of Concerns of Police Survivors, the survivor must be registered in the C.O.P.S. National Office database. The survivor must make it known to National with which chapter they desire membership.
 - 2. Anyone wishing to be nominated for an elected office shall be present at the Business Meeting prior to the Annual Meeting in order to be nominated, unless pre-approved absence by the C.O.P.S. National President or C.O.P.S. Executive Director.
 - 3. To be eligible to vote, a survivor, as defined in the Chapter Bylaws, Article III, Sections 1 and 2 must be registered in the National database with the chapter as a member no less than 30 days prior to any vote being cast. A survivor can have voting privileges in only one chapter at any one time.
 - 4. Affiliate memberships may be made available to local law enforcement officers, business leaders, and citizens who are interested in the work of C.O.P.S., even though they may not have been affected by the line-of-duty death of a law enforcement officer. Affiliate members shall not be eligible to vote or hold office.
 - 5. Immediately following chapter elections, the Chapter Board will submit the following:
 - a. Financial Ethics and Accountability form (Addendum #4);
 - b. Signed and notarized C.O.P.S. Confidentiality & Nominee Pledge Information form (Addendum # 5);
 - c. C.O.P.S. Chapter Officer Roster Form (Addendum #6); and
 - d. Meeting minutes including the election results.
- B. Terms for elected Board Members shall begin on April 1st following the elections, or if elected at a special election, shall be effective immediately following the special election.
- C. Appointed Board Members terms shall begin immediately upon appointment. Appointed Board Members have no voting privileges and may not make any

motions, but have the right to voice opinions. This only applies to a non-voting appointed position. If the president, with the approval of the chapter board, makes an appointment to a voting position, the appointed individual is qualified to vote.

D. Campaigning for any Chapter Elected Position:

1. Nominees may campaign to introduce themselves and allow the general membership to get to know them provided they follow these guidelines:
 - a. Nominees may not refer to their opponents in any way. Negativity and mudslinging will not be tolerated.
 - b. All campaigning must be centered on educating their general membership on who the nominee is.
 - c. No physical items will be permitted, including but not limited to buttons, posters, giveaways, etc. This also includes posting such items on social media (e.g., Facebook, Instagram, Twitter, Snapchat, etc.)
 - d. No candidate/nominee may raise funds to campaign.
 - e. Nominees shall not approach new families at/during a chapter meeting/event, during/at NPW, and/or on an individual level for the purpose of discussing their intent to run for the Chapter Board or any other elected office/position within the chapter.
2. Approved campaigning will include:
 - a. Introducing oneself as a nominee.
 - b. Attending various chapter events throughout the year with the ability of introducing yourself as a nominee, at the nominee's own expense. Nominees shall decline to make any remarks or speeches.
3. Failure to follow SOP 3.13D Campaigning, Sections 1 and 2 will result in the expulsion of the nominee from the election process.

3.14. CHAPTER 15% ANNUAL NET INCOME ASSESSMENT:

National C.O.P.S. requires its chapters to contribute to the national effort to support law enforcement survivors.

- A. Chapters will be required to make an annual contribution to the National organization of Concerns of Police Survivors, Inc., of at least fifteen percent (15%) of the chapter's annual net income for the fiscal year ending March 31.
- B. The chapter will forward at least 15% of their annual net income to the National Office by July 31 each year.
- C. A chapter that refuses to contribute at least 15% of their annual net income receipts will receive a certified mail reminder of their need to comply with this requirement.
- D. The chapter will have 30 days from receipt of that certified mail notice to comply.

3.15. DISBANDING PROCEDURE:

- A. A decrease in survivor participation may be a reason for chapters to cease to function according to National C.O.P.S. requirements. There may also be occasions when the National organization must step in to revoke a charter for a chapter's failure to meet National requirements. When disbanding of a C.O.P.S. chapter is necessary, proper chapter disbanding procedures must be followed.
- B. If a chapter has problems functioning because of lack of interest, the chapter should submit a letter to the National Chapter Liaison stating reasons for wanting to disband the chapter. The letter must be signed by the remaining members/Chapter Board and notarized and sent.
- C. The National Board will review this request to disband, and, if the disbanding request is accepted, the National Chapter Liaison will contact the chapter in writing with further instructions on the final steps needed to disband.
- D. When a chapter is having its charter revoked by National for failure to meet specific requirements of a chapter, a certified letter notifying the chapter of the disbanding will be sent to the contact person of the chapter with copies sent to all Board members, the National C.O.P.S. Region Trustee, and the C.O.P.S. National Office.
- E. All debts must be paid by the chapter prior to officially disbanding, as stated in Article V of the Articles of Affiliation.
- F. Any and all Chapter Board members of a chapter that has been disbanded for cause, unless granted an exception by the National Board, cannot hold an elected or appointed position with any other C.O.P.S. chapter for a period of five years.
- G. Should the disbanded chapter reorganize under new leadership, the five year restriction will begin at the first official meeting of the new chapter.
- H. All books, records, charter and funds belonging to the chapter shall be forwarded to the C.O.P.S. National Office along with a complete financial report.
- I. The chapter's funds will be held in escrow by the C.O.P.S. National Office for a period of one year from the date of disbandment. If the chapter is re-organized within a one year period, the funds will be returned to the chapter. If after one year the chapter does not reorganize, the funds will be absorbed into C.O.P.S. National Office general account.
- J. Any legal fees National C.O.P.S. may incur from the disbandment process will be deducted from any of the chapter's remaining assets.
- K. The National Chapter Liaison will notify C.O.P.S. National Office Legal Counsel when a chapter has disbanded so proper filing of dissolution with the appropriate state regulatory agencies can be completed. Legal Counsel will send copies of this report to the National Chapter Liaison for filing in the chapter's files. The NCL will assure the dissolution of the chapter is reported immediately to the IRS.

- L. The C.O.P.S. National Office will notify all survivors in the chapter's service area that their chapter has been disbanded.

3.16. DEFINITIONS:

A. *Co-worker:*

1. A *Co-worker* survivor is a co-worker of a fallen officer as determined by C.O.P.S. criteria. While a co-worker of a fallen officer is normally a sworn law enforcement officer, exception can be made if there was a law enforcement work-related connection between the fallen officer and the co-worker, e.g., dispatchers and administrative personnel may also be included, depending on the circumstances. In order to be considered a *Co-worker* survivor, the co-worker must declare themselves as affected by the loss of the fallen officer and must have either:
 - a. Worked at the same agency as the fallen officer; or
 - b. Previously worked at the same agency with the fallen officer; or
 - c. Worked in a neighboring agency or task force with the fallen officer and had regularly responded to calls for service with that fallen officer; or
 - d. Attended a police academy with the fallen officer.
2. Individuals who wish to be considered a *Co-worker* of a fallen officer but their relationship with that officer falls outside of this definition, must apply with the National Office and be approved for inclusion by the Executive Director. If the co-worker does not agree with the decision of the Executive Director, he/she can appeal this decision with the C.O.P.S. National Board.

B. *Significant Other:*

1. A *Significant Other* survivor shall be defined as the Significant Other who has an "established romantic relationship" with the fallen officer.
2. "Established romantic relationship" refers to the relationship having been generally accepted as committed to friends, family and the general public. It will also be generally accepted that those who romantically shared a residence and/or shared combined financial responsibility would be considered a survivor in this category.
3. Individuals who wish to be considered a *Significant Other* of a fallen officer but their relationship with that officer falls outside of this definition, must apply with the National Office and be approved for inclusion by the Executive Director.
4. If the Significant Other does not agree with the decision of the Executive Director, he/she can appeal this decision with the C.O.P.S. National Board.

C. *Fiancé/Fiancée:*

1. A *Fiancé/Fiancée* survivor shall be defined as the *Fiancé/Fiancée* of the fallen officer.
2. *Fiancé/Fiancée* refers to a romantic relationship with the intent to marry. The term “intent to marry” means that a public or family announcement has been made to marry, a marriage date has been set, a ring has been exchanged, or the engagement can be verified by a credible third party such as the law enforcement agency.
3. Individuals who wish to be considered a *Fiancé/Fiancée* of a fallen officer but their relationship with that officer falls outside of this definition, must apply with the National Office and be approved for inclusion by the Executive Director.
4. If the *Fiancé/Fiancée* does not agree with the decision of the Executive Director, he/she can appeal this decision with the C.O.P.S. National Board.

3.17. REFERENCES:

The following National SOPs are additional resources for direction and will be followed for appropriate implementation:

- A. SOP 12.0 Solicitation by Individuals, C.O.P.S. Members, and Chapters for National Hands-On Programs.
- B. SOP 13.0 Standard Operating Procedure for Hands-On Programs.
- C. SOP 15.0 Records Management and Disposition of Files and Documents – Document Retention, Storage, and Destruction {Short Title: Document Retention Policy (DRP)}.
- D. SOP 21.0 How an SOP or a Bylaws Article is Adopted or Amended.

4.0. NOMINATIONS/ELECTIONS COMMITTEE:

4.1. SCOPE:

This Standard Operating Procedure (SOP) establishes guidelines for serving on the Nominations/Elections Committee (N/EC).

4.2. OBJECTIVE:

To provide sufficient information to members of this committee on their duties and the nominations and elections process

4.3. COMMITTEE:

- A. COMMITTEE CHAIR: The Immediate Past President (IPP) shall be the N/EC Chair. If the IPP is unable or unwilling to serve, the position shall be appointed by the National President (NP) to any Past National President (PNP) and approved by majority vote of the National Board in accordance with the Bylaws.
- B. COMMITTEE MEMBERS: The Nominations/Elections Committee (N/EC) shall be an odd number with a minimum of seven (7) members.
 - 1. Committee members shall be past national Board members, former and present Chapter Board members and at least one Past National President (PNP). To be eligible, they must meet the following guidelines:
 - a. Have no family member (including co-worker survivor) running for the National Board.
 - b. Have no family member (including co-worker survivor) currently employed by C.O.P.S.
 - c. Have served on a chapter board within the last five (5) years, or served previously on the National Board, or have a valid and approved reason for not serving on a chapter board within the last five (5) years (approved/disapproved by majority vote of the sitting National Board). Requirement for committee applicants to have served on a chapter board within the last five (5) years shall be waived if that applicant has no chapter in their specific area.
 - d. By December 1st, the Chair will draft a letter to be posted on the C.O.P.S.' website and other C.O.P.S. media as well as be sent out by the NCL to all chapter Board members requesting letters of intent to serve on the N/EC.
 - e. All persons interested in serving on the N/EC are asked to write a letter of intent stating their desire to serve on the committee. Letters should be forwarded to the N/EC Chair no later than February 1st.
 - f. If at any point, a selected N/EC member has a situation occur as in SOP 4.3, Nominations/ Elections Committee, Sections B1a or B1b, they will

- immediately resign from the N/EC and the position will be filled by another person who meets the criteria.
- g. Once the Committee Chair has verified that those interested in serving on the N/EC have met the requirements to serve, the Chair shall forward the list to the National President who will then bring the list to the Board for their approval no later than February 15th. The Board will make the final determination for the make-up of the committee each year based on the diversity of the letters of intent that were submitted ensuring that 1) survivor type and 2) regions are equally represented, as best as possible. The Chair may have input on the total number of committee members needed.
 - h. The N/EC members may not file an application to serve on the National Board. Should they choose to submit an application after being appointed, they must resign from the N/EC immediately. If needed to satisfy 4.3 B (above), any vacated position shall be filled by the Committee Chair with approval of the Board.

4.4. DUTIES:

A. COMMITTEE CHAIR:

1. Shall oversee the nomination process.
2. Shall review each application to determine (1) if the applicant meets all eligibility requirements as stipulated in SOP 6.0, Nominations and Elections, and (2) that the application does not contain inappropriate language (i.e., demeaning, insulting, accusations, etc.).
3. Shall present all pertinent findings from N/EC members that would affect the nominations/election process to the National Board in an objective and timely manner.
4. Shall maintain an objective, neutral and professional demeanor during the nomination process.
5. Shall adhere to a strict confidentiality policy regarding all written applications, reports, interviews, discussions and shall be required to sign a *C.O.P.S. Confidentiality & Nominee Pledge Information Policy* form.
6. Shall obtain chapter questions from the NCL for applicants to be interviewed as stipulated in SOP 6.0, Nominations and Elections.
7. Shall follow the dates and deadlines set forth in SOP 6.0, Nominations and Elections.
8. Shall furnish the committee with all completed application packets including the applicants' written responses to the chapters' questions as well as any videotaped interviews.
9. Shall set up a conference/video call with committee members to discuss applicants and committee's recommendations by March 10th.

B. COMMITTEE MEMBERS:

1. Shall maintain an objective, neutral and professional demeanor during the nomination process.
2. Shall adhere to a strict confidentiality policy regarding all information contained in all written applications, reports, interviews, discussions and shall be required to have signed a *C.O.P.S. Confidentiality & Nominee Pledge Information Policy* form be kept on file by the N/EC Chair.
3. Shall report issues that may arise with applicants to the N/EC Chairperson, who shall report the findings to the entire N/EC and the National President.
4. Shall make their recommendations on each applicant to the Chair.
5. Shall review each committee person's recommendations and reports.
6. Shall be available to discuss the Committee's recommendations via conference/video call.

All SOPS revised and adopted on November 17, 2013

SOP 4.5 and 6 amended on February 20, 2015

SOP 4.3 amended on January 21, 2016 (Board conference call)

SOP 4.0 and 6.0 amended on January 25, 2016

SOP 4.0 and 6.0 amended on January 10, 2017

SOP 4.4 A 9 amended May 11, 2017

5.0. ELECTIONS AUDIT COMMITTEE:

5.1.SCOPE:

- A. This Standard Operating Procedure (SOP) establishes guidelines for serving on the Elections Audit Committee.

5.2.OBJECTIVE:

- A. To provide sufficient information to members of this committee on their duties and the election process.

5.3.COMMITTEE:

- A. CHAIRPERSON: The chairperson of the Election Audit Committee (EAC) shall be the National Chapter Liaison (NCL).
- B. COMMITTEE MEMBERS: The Elections Audit Committee shall consist of 3 members, including the EAC Chairperson. One chapter representative from each of the two most recent chapters awarded "Chapter of the Year" will be selected to serve on the EAC. The selection of these two representatives shall be each chapter's choice. If either and/or both of these "Chapter of the Year" has a member running for the National Board, they will be skipped and the "Chapter of the Year" preceding them shall fill the position. There shall be no one on this committee running for the National Board. If the "Chapter of the Year" does not want to sit on the N/EC, the next "Chapter of the Year" shall be selected until the two representatives are filled.

5.4.DUTIES:

- A. COMMITTEE CHAIRPERSON shall:
 - 1. Oversee the process of collecting all chapter ballots. Shall collect all National Board ballots after the pre-Chapter Training board meeting vote.
 - 2. Shall be responsible for overseeing the tallying of all the election ballots. National Board votes shall be tallied simultaneously with all chapter votes.
 - 3. Should a conflict with the ballots arise, the EAC Chairman and EAC Committee members shall work with the Chairman of the Nominations/Elections Committee to resolve it in an objective, expedient and professional manner.
 - 4. Maintain an objective, neutral and professional demeanor during the ballot tallying process.
 - 5. Adhere to a strict confidentiality policy regarding all ballots as stated in the Confidentiality Form previously filed.
 - 6. Destroy the ballots once the results have been recorded in the minutes of the meeting directly following Board/Chapter Training.
- B. COMMITTEE MEMBERS shall:

1. Maintain an objective, neutral and professional demeanor during the process of tallying the election ballots.
2. Adhere to a strict confidentiality policy regarding all ballots and shall be required to sign a Confidentiality Form.
3. Be present at Board/Chapter Training.
4. Refrain from being present for any discussions regarding the nominees.
5. Work with EAC Chairperson in tallying the election ballots.
6. Be released from the committee once the EAC Chairman has reported to the National Board the election results.

6.0. NOMINATIONS AND ELECTIONS:

6.1. SCOPE:

This Standard Operating Procedure (SOP) establishes guidelines for the process of nominating and electing officers to serve on the National Board of C.O.P.S.

6.2. OBJECTIVE:

To provide a process to nominate and elect National Board officers.

6.3. NOMINATIONS:

- A. Eligibility for Nomination: Survivors must meet the following eligibility requirements for nomination:
1. Applicants must be a member as defined in National Bylaws, Article III Membership.
 2. Applicants must have observed the first anniversary of their officer's death and attended NPW.
 3. Applicants must have served on a chapter board within the last five (5) years, or have been a past National Board member. If an applicant does not have prior chapter or National Board experience as required, the applicant may ask for a waiver. They shall provide the N/EC Chair with information stating the reasons why they do not meet the criteria, and also their reasoning for wanting a waiver. The sitting National Board can approve/disapprove the waiver with a majority vote. Requirement for applicants to have served on a chapter board within the last five (5) years shall be waived if that applicant has no chapter in their specific area.
 4. Applicants for Region Trustee must reside in their respective region for the entirety of their term. If the applicant moves outside of their region, they shall agree to withdraw the application to become a Region Trustee.
 5. All applicants must sign a *C.O.P.S. Confidentiality & Nominee Pledge Information Policy* form agreeing that they will be an advocate for and supporter of the Concerns of Police Survivors organization and dedicated to work in the best interest of the C.O.P.S. organization. By signing this pledge, the applicant also acknowledges the confidential nature of the mailing, donor and membership files and lists as well as the practices, procedures, and methodologies of C.O.P.S. and any C.O.P.S. Chapter and that said nominee will abide by *C.O.P.S. Confidentiality & Nominee Pledge Information Policy* form.
 6. All applicants for office must meet all eligibility requirements and must register and participate in the following mandatory events: (a) C.O.P.S. National Police Survivors Conference in May; (b) The C.O.P.S. National Board/Chapter Training in July; (c) Regular National Board Meetings (currently in July at the pre-Board/Chapter Training and the post-Board/Chapter Training, and the December/January Board Meeting); (d)

His/her respective survivorship Hands-On Program; (e) Any special Board Meeting called by the President. All applicants must plan on staying to attend the post-Board/Chapter Training Board Meeting should they be elected. In addition, although not mandatory, Board Members are expected to attend various law enforcement conferences throughout the year, if possible. Two or more absences during a fiscal year shall result in automatic dismissal, whether as an applicant, nominee, or elected board member.

7. The Nominations/Elections Committee may recommend disqualification of any applicant who has (1) previously been convicted of a felony level offense anytime in their adult life or a misdemeanor offense during the previous five years from the date of the election, (2) has been convicted of a misdemeanor more than five years from the date of the election if the conviction was for such that it could cause alarm or moral question of the C.O.P.S. organization.
8. The Nominations/Elections Committee may recommend disqualification of any applicant who has a sustained grievance against them in the C.O.P.S. organization. The Nominations/ Elections Committee will use their best judgment to determine if the sustained grievance was such that it may interfere in the applicant's role on the National Board.
9. The applicant must not have engaged in any activities which would preclude C.O.P.S. from being able to secure a bond for the applicant by a licensed bonding/insurance company.
10. The Nominations/ Elections Committee may recommend disqualification of any applicant who has violated C.O.P.S. Code of Conduct or has been expelled from the organization or any C.O.P.S. Program. The Chair will check with the National office to verify that all applicants meet these criteria.
11. All applicants, upon being approved as nominees, will be required to sign a waiver agreeing to a criminal history check to be administered by the Executive Director of National C.O.P.S.
12. In the event the Nominations/Elections Committee recommends disqualification of any applicant, they shall prepare a written statement to be presented to the National Board who will then vote on the disqualification of the applicant. The applicant will have the opportunity to refute or explain any information that may disqualify them for the election process.

B. NOMINATION PROCESS:

1. All persons seeking nomination for office shall submit a completed application for nomination to the Chair of the N/EC no later than February 20th. This includes both sitting board members and new applicants. Letters of reference and confidentiality statements shall be dated no earlier than 60 days prior to the application cutoff date. The application form can be found on the National C.O.P.S. website or requested from the National Immediate Past President.
2. A complete list of applicants shall be submitted to the National Board and N/EC no later than February 25th.

3. No later than March 10th, N/EC Chair review of applications is finalized and any non-eligible applications have been reviewed and voted on by the entire N/EC. The approved list of applicants shall be shared with the entire N/EC and the National Board.
4. Any applicant denied consideration by majority vote of the Board will be excluded from this year's election process and must wait until the next election cycle to reapply for the nomination to the National Board.
5. Eligible applications are then processed according to SOP 4.4, Duties, Sections A & B.
6. By March 15th, the National Chapter Liaison shall distribute to each National Board member and chapter board member, a copy of each approved applicant's application and other required documents for their Region Trustee and the National President. This information is to be used for review by chapter members. Each chapter shall be afforded the opportunity to submit questions that have been gathered from their membership, to be answered by the applicants during the interview process. Deadline for submitting chapter questions shall be April 1st. Questions shall be submitted to the National Chapter Liaison who will submit the chapter questions to the N/EC Chair no later than April 5th.
7. Letters of reference required are the same for both sitting and non-sitting board members. Three (3) letters are to be submitted, one from each category, i.e., personal, professional and survivor (either individual or chapter). Letters of reference shall not be solicited from family members. A letter shall not be used for more than one category. Applicants shall not submit more than the three (3) required letters. The letters should reference the applicant's qualifications for the position, to include his/her experience as well as his/her character. .
8. Application packets shall include the application form, an executed C.O.P.S. Confidentiality & Nominee Pledge Information Policy Form, the three (3) letters of reference, a resume and a picture. The packet must be submitted in one (1) PDF document. Incomplete applications will not be processed.
9. If the Nominations/Elections Committee finds something that they believe is significant enough to disqualify someone from seeking office, and no grievance has been submitted, the committee can forward the issue to the Grievance Committee for expedited fact finding.
10. The National Chapter Liaison and N/EC Chair will determine if the questions asked by the chapters are appropriate. The questions asked by the chapters should remain relevant to the position for which the applicants are applying.
11. There will be two sets of questions, one for the National President and one for the Region Trustee. The approved chapter questions shall be included in these sets of questions.
12. Applicants for National President and Region Trustee will have videotaped interviews conducted by the N/EC Chair, or committee members as assigned, during NPW using questions submitted by the chapters and N/EC. Nominees must be available either in person during NPW or via video conference for

their interview. Each applicant will be given, in advance, the same set of questions they will be asked. Each applicant will be given the same length of time to answer their questions. C.O.P.S. staff shall help with the technical aspect of the taping and producing.

13. On or before June 5th, the National Chapter Liaison will submit the nominees for Region Trustee and National President to the National Board, to each N/EC member, and to each chapter Board member along with the ballot and instructions for the voting process, as well as the link to the videotaped interview of each nominee. Chapter Boards must share the video interviews with their membership. If more information is requested by the chapters, the National Chapter Liaison will follow up and forward the requested information to the chapters.
14. The N/EC reserves the right to make no nomination for any given position should a suitable nominee not be found. Any position not filled will be appointed by the incoming National President at a reasonable time upon taking office as outlined in SOP 8.0, Appointments to the National Board of C.O.P.S.
15. If approved through the nomination process, the applicant shall become a nominee.
16. The N/EC Chair will notify each applicant of the committee's decision no later than May 31st. This may happen in a face-to-face meeting, by telephone, or email.
17. Once the N/EC Chair has notified each candidate, but no later than May 31st, the N/EC Chair will submit the final list of nominees to the National Board including the National Chapter Liaison.
18. On or before June 5th, the National Chapter Liaison will submit the nominees for Region Trustee and National President to the National Board and to each chapter Board members along with the ballot and instructions for the voting process, and the videotaped interviews of each nominee. Chapter Boards must share the video interviews with their membership. If more information is requested by the chapters, the National Chapter Liaison will follow up and forward the requested information to the chapters.

6.4. CAMPAIGNING:

- A. Nominees may campaign to introduce themselves and allow chapters and the general membership to get to know them provided they follow these guidelines:
 1. Nominees may not refer to their opponents in any way. Negativity and mud-slinging will not be tolerated.
 2. All campaigning must be centered around educating the chapters and general membership on who the nominee is.
 3. No physical items will be permitted, including but not limited to buttons, posters, giveaways, etc.
 4. No candidate/nominee may raise funds to campaign.

5. Nominees shall not approach new families at chapter events, during NPW and/or on an individual level for the purpose of discussing their intent to run for the National Board.

B. Approved campaigning will include:

1. Nominees for National President shall provide a written article for the National newsletter.
2. Introducing oneself as a nominee.
3. Attending various events during NPW with the ability of introducing yourself as a nominee, at the nominee's own expense. Nominees shall decline to make any speeches.

- C. Failure to follow SOP 6.4, Campaigning, Sections A and B will result in the nominee being expelled from the election process.

6.5. ELECTIONS:

- A. The National Board shall conduct the election of National President and Region Trustees as the last order of business at the pre-Chapter Training Board meeting. All applications will be entered into the record where they shall become official. No nominations shall be accepted from the floor. The National Board shall cast votes for Region Trustees and National President by ballot and sealed in the same manner as chapter ballots. Should a National Board members' absence from the pre-Chapter Training Board meeting be approved by the Board, the ballot shall be mailed in or hand carried by another C.O.P.S. member. The National Board votes either in person or by mailed in ballot or hand carried.
- B. Ballots shall have the office being voted upon written on the top of the page as part of the title, i.e., President and Trustee. Each ballot shall have the statement VOTE FOR ONLY ONE for each position. A box or line shall be next to each nominee's name for each position in order to indicate the selection desired. There shall be no write-in nominees permitted. Each chapter will vote for the National President; however, the Trustee position nominee will be voted upon only by the chapters for the Region's respective Trustee. Should a nominee running unopposed not be selected, the new National Board shall appoint someone as specified in SOP 8.0, Appointments to the National Board of C.O.P.S.
- C. Chapter voting will be the first order of business on the first day of Board/Chapter Training. Every chapter will be afforded one vote for their Region Trustee and one vote for National President.
- D. Each chapter will place their vote by sealed ballot submitted either by mail or hand-delivered at Board/Chapter Training. The official ballot will have a raised seal, no photocopied ballots will be accepted. Ballots shall be mailed from the National Office to the person listed as the chapter's Primary Contact. The ballot shall be

completed by the chapter and sealed in a blank envelope, and then placed inside a second envelope identifying the chapter name on the outer envelope and signed by two (2) chapter board members.

- E. The sealed chapter ballot may be submitted by either regular mail or certified mail, return receipt requested, to: Concerns of Police Survivors, National Office, Attention: NCL, PO Box 3199, Camdenton, MO 65020, to be received no later than ten days prior to the start of the National Board/Chapter Training. All ballots received by mail will remain sealed and be delivered to Board/Chapter Training by the NCL and will be placed inside a secure ballot box at the registration table.
- F. Chapters may elect to hand deliver the sealed ballot to Board/Chapter Training but will risk the loss of vote if an emergency prevents attendance at the training. Hand delivered sealed ballots can be placed inside a locked box at the registration table on the day prior to the start of Chapter Training; however, all ballots must be submitted prior to the tally of votes prior to the opening session of Chapter Training.
- G. Should re-balloting be necessary, the chapter representative registered as Representative 1 shall be the voting representative to cast a vote on behalf of the chapter. In the event Representative 1 is not in attendance, then the chapter representative registered as Representative 2 shall be the alternate voting representative to cast a vote on behalf of the chapter.
- H. The NCL will collect the sealed ballots of the National Board and secure them to be opened by the Elections Audit Committee simultaneously with the chapter ballots.
- I. The Election Audit Committee shall present the ballots for tallying as the first order of business on the first day of the Board/Chapter Training. All ballots, including those from the National Board and chapters, shall be tallied and winners shall be determined by majority. Any contested race shall be re-balloted until a winner is determined:
 - 1. National President – a majority of all eligible chapter votes and all voting National Board members
 - 2. Region Trustee – majority of all eligible regional chapter votes and all voting National Board members
- J. The Election Audit Committee shall share the election results immediately with the National President and the Nominations and Elections Committee Chair. The National President and the Nominations and Elections Committee Chair shall meet individually with any nominees in which the position was contested and had more than one eligible nominee. Once those individuals have been notified of the results, the Election Audit Committee Chairperson shall share the results with all nominees and chapters as soon as the results have been verified.

All SOPS revised and adopted on November 17, 2013; SOP 6.4 amended on May 11, 2014
SOP 4,5 and 6 amended on February 20, 2015
SOP 4.0 and 6.0 amended on January 25, 2016
SOP 4.0 and 6.0 amended on January 10, 2017
SOP 6.3.A.6, 6.3.B.1, 6.3.B.7 & 6.3.B.8, 6.3.B.13 – Amended by National Board vote on November 19, 2018
SOP 6.3.A.6, 6.3.A.11 & 6.3.B.12 – Amended by National Board vote on January 18, 2020

7.0. TRAINERS FOR NATIONAL C.O.P.S.

7.1. SCOPE:

This Standard Operating Procedure (SOP) establishes guidelines for training provided by National C.O.P.S.

7.2. OBJECTIVE:

To provide guidelines and direction for the application/selection process and the contracting/retention of C.O.P.S. Trainers.

7.3. TYPES OF TRAINING CONSULTANTS:

C.O.P.S. shall make it a goal to have at least five (5) Training Consultants or “trainers” of each type, fully vetted through C.O.P.S. and readily available to deploy for scheduled trainings or training requested by organizations or agencies.

- A. C.O.P.S. Survivor Trainer: This trainer will be a family member survivor, at least three (3) years out from their loss, who has been vetted through the application process in this SOP.
- B. Law Enforcement Trainer: This trainer will be either an active or retired law enforcement officer who has experience with the C.O.P.S. organization and has been vetted through the certification process in this SOP. Being a Co-worker Survivor is preferred but not necessarily required.
- C. Mental Health Trainer: This trainer will be certified as a Mental Health Provider with experience within the C.O.P.S. organization, working with law enforcement officers, and shall be vetted through the application process in this SOP.
- D. Subject Matter Expert Trainer: This trainer has a personal experience and/or training that makes him/her uniquely qualified to give up to a two (2) hour presentation at the request of C.O.P.S. These experts do not have to be vetted through this SOP to give this specific type of instruction. Examples of these type of trainers are, but is not limited to: injured officers who present during a Traumas in Law Enforcement Training, a family survivor who shares their own personal experience as teaching tool for a class, an expert in an area of wellness or trauma who may present at the C.O.P.S. National Conference, or a Chapter member who gives a short presentation in their local area.

7.4. C.O.P.S. TRAINING:

- A. Trainings to be performed: C.O.P.S. offers various types of training. These trainings include, but are not limited to:

1. Three-day Traumas of Law Enforcement (TLE) training
 2. Staff, Board, and Chapter Training
 3. Law Enforcement Agency Development (2-8 hour)
 4. Conference training
- B. C.O.P.S. shall contract paid or volunteer trainers from the eligible list of trainers presented by the Vetting Committee to conduct all training lasting two hours or more on behalf of C.O.P.S.

7.5. TRAINING COMMITTEE:

- A. The Training Committee should be comprised of family member survivors with teaching experience, co-worker survivors with teaching experience, C.O.P.S. training staff, and advisors from the law enforcement community.
- B. The role of the Training Committee shall be to:
1. Develop, audit and update the Traumas of Law Enforcement curriculum.
 2. Design new training programs.
 3. Provide input into new training opportunities available to C.O.P.S.
 4. Provide suggestions to grow the outreach of C.O.P.S. training.
 5. Oversee the selection of the Vetting Committee.
- C. Vetting Committee:
1. Will be a sub-committee of the Training Committee.
 2. Will be selected by the Training Committee.
 3. Will consist of two (2) family member survivors with teaching experience, two (2) law enforcement officers with teaching experience, and the Training Manager.
 4. Will review all applications for Trainer and will compile a list of potential Trainers eligible to be contracted by the Executive Director to perform training on behalf of C.O.P.S.
 5. May be asked to review potential issues with contracted trainers, such as poor evaluations or failure to follow C.O.P.S. curriculum, etc.
 6. May provide coaching.
 7. May remove Trainers from the eligible Trainer list.
 8. Will meet as the Training Manager sees a need to add new Trainers and applications have been received.

7.6. PROCESS TO BECOME A C.O.P.S. TRAINER:

- A. Qualities sought:
1. Shall be knowledgeable and experienced in subjects and responsibilities for which the training will be designed.
 2. Shall be good networkers and resource developers.

3. Shall be willing to try new techniques and approaches.
4. Shall demonstrate excellent teaching skills.
5. Shall have excellent communications skills.
6. Shall work well with all persons; having a wide variety of living experiences, learning styles, and education.
7. Shall be respected throughout the law enforcement and survivor community.
8. Shall speak, read, and write the language(s) of instruction fluently and accurately.
9. Shall understand and be committed to the purpose and goals of the C.O.P.S. organization.
10. Shall understand the culture of, and participate in, the law enforcement family.

B. Application process:

1. The application process for new Trainers shall always remain open.
2. Trainer applicants shall submit a letter of interest to the Training Manager.
3. Trainer applicants shall submit a resume to include the following information: prior teaching experience, relevant training, personal experience in the subject matter taught by C.O.P.S., and teaching references.
4. Trainer applicants shall submit a 15 minutes video of them presenting a class in a law enforcement related topic. This presentation could either be to a live class or a staged presentation. The applicant can request this requirement be waived by the Vetting Committee if the applicant has already been observed by other committee members or staff.
5. Trainer applications will be reviewed by the Vetting Committee when the Training Manager sees the need to convene this committee.
6. The decision of the Vetting Committee of eligibility shall be conveyed to the applicant by the Training Manager.

C. Choosing and assigning Trainers:

1. Considerations to be made by the Vetting Committee and Executive Director when choosing and assigning Trainers:
Quality of application
 - a. Teaching experience and relevant trainings
 - b. Evaluations of prior students (if available)
 - c. Recommendations of the Training Committee
 - d. Input from the Training Manager
 - e. Relevance of the trainer's personal experiences to the class
 - f. Willingness and demonstrated ability to teach the curriculum as designed by the training committee
 - g. Attendance at the Hands-On Program for their survivor group, if applicable

2. The Vetting Committee and C.O.P.S. staff shall not use bias or discrimination in the vetting or hiring process.
3. The Vetting Committee shall verify there is no conflict with an applicant's current employer prior to adding the applicant to the eligibility list.
4. Final decision to contract Trainers for any particular C.O.P.S. training rests with the C.O.P.S. Executive Director.

D. New Trainer requirements after being selected as a Trainer:

1. Attend the entire three day Traumas of Law Enforcement Training, at least once.
2. Teach a two hour block of C.O.P.S. instruction, at least once, with another Trainer present to assist, provide feedback, and approve the Trainer to solo teach going forward. A second block of instruction can be required if requested by the training observer.

E. Requirements for all trainers to remain active as a C.O.P.S. trainer:

1. Fulfill all obligations and provide quality instruction as contracted.
2. Teach for C.O.P.S. at least one time per year, unless requirement waived by the Vetting Committee.
3. Cooperate with inquiries/coaching by the Vetting Committee on sub-par evaluations.
4. Participate in designated conference calls and/or in person meetings to discuss the C.O.P.S. training program.

F. Trainer compensation:

1. Per this SOP, the C.O.P.S. Executive Director shall be authorized to hire Training Consultants (Trainers), who are eligible, for pay to complete instruction on behalf of C.O.P.S.
2. Per this SOP, the C.O.P.S. Executive Director shall be authorized to approve volunteers, who are eligible, to instruct on behalf of C.O.P.S.
3. All Trainers for C.O.P.S., paid or volunteer, shall be placed under contract to perform trainer services and will be considered a Training Consultant to C.O.P.S.
4. The compensation amount for these Trainers will be determined by the Executive Director, with the understanding that the compensation paid will remain within the annual budget of C.O.P.S. for consultant pay and training. Compensation will be consistent with consultant pay in common practice.

7.7. TRAIN THE TRAINERS:

- A. C.O.P.S. recognizes the need to find future trainers from within the C.O.P.S. organization and to provide development to its members to assist in promoting the chapters.
- B. C.O.P.S. will provide a *Train the Trainer* segment at Board/Chapter Training each year, as well as online training, to those interested in learning more about public speaking, creating lesson plans and other aspects of instruction, and submitting presentation proposals to outside organizations.

SOP 7.0 – Control # 9012-01- voted on by the National Board on February 4, 2019

8.0. APPOINTMENTS TO THE NATIONAL BOARD OF C.O.P.S.

8.1.SCOPE:

- A. This Standard Operating Procedure (SOP) establishes guidelines for the National President in making appointments to the National Board when required to do so in the Bylaws.

8.2.OBJECTIVE:

- A. To provide sufficient information to the National President on the process of making appointments when a vacancy exists to a position as the result of the inability or unwillingness of an officer or director to serve.

8.3.DUTIES: IN MAKING APPOINTMENTS, THE NATIONAL PRESIDENT:

- A. Shall consider all possible candidates for vacancies on the Board consistent and in accordance with the general standards for these positions as set forth in Article V and Article VI of the Bylaws.
- B. Shall develop a list of at least three (3) names of eligible survivors to fill the vacancy.
- C. Shall make an attempt to ensure that the list contains people who represent a variety of survivor types.
- D. Shall ensure that the list contains people who represent different chapters and states within the region where the vacancy exists, including residency within the region represented for Regional Trustees.
- E. Shall require possible appointees to complete the same application the Nominations/Elections Committee used during the previous nomination process.
- F. Shall collect the completed application from all possible appointees.
- G. Shall conduct telephone interviews of possible appointees using the same questions the Nominations/Elections Committee used during the previous nomination process. If need be, additional questions may be asked that pertain to the position being filled.
- H. Shall add any questions they determine are pertinent to the appointment.
- I. Shall determine who is a viable candidate once all applications have been reviewed and interviews conducted.
- J. Shall forward the list of all viable candidates for appointment to the National Board for their opinion and feedback.

- K. Shall review all feedback from the National Board.
- L. Shall choose a candidate to be appointed based on all information gathered.
- M. Shall present the National Board with his/her choice of the best candidate to be appointed.
- N. Shall make the appointment with the approval and majority vote from the National Board.
- O. If a suitable candidate cannot be found, the Trustee position may be left vacant until the next election, or until a suitable replacement becomes available.

9.0. GRIEVANCE POLICY:

9.1. SCOPE:

The National Board recognizes that disagreements and/or complaints may arise. Our organization desires transparency and respect between all parties. This grievance process has been formalized and adopted by the National Board to allow our organization to carefully examine allegations, information and facts to reach a fair and accurate conclusion.

9.2. OBJECTIVE:

The purpose for this policy is to provide a process for the national organization to address concerns raised by members, in an attempt to resolve their complaint or grievance.

9.3. CATEGORIES OF GRIEVANCES:

All grievances must fall within one of the following categories:

- A. Unethical behavior – malfeasance or wrongdoing, including any behavior contrary to Concerns of Police Survivors *Core Values* as spelled out in chapter Bylaws or the law. Examples include deliberate deception, failure to honor commitments, unlawful conduct, or disregard of organization policy.
- B. Violation of the conflict of interest policy – involvement with competing interests or loyalties that could possibly corrupt an individual's or group's motivation for an act in the other.
 - 1. Issue of Performance – nonfeasance or failure to perform the duties of the position elected, appointed, or hired to perform, or a vote of no confidence.
 - 2. Misappropriation of assets – violation of fiduciary duty or reasonable care of the assets of the organization and/or intentional illegal use of property or funds for unauthorized purpose.
 - 3. Misfeasance – management of a business, public office or other responsibility in which there are errors and an unfortunate result through mistake or carelessness, but without evil intent and/or violation of law. Misfeasance is distinguished from "malfeasance" which is conduct in violation of the law.

9.4. COMPOSITION OF THE GRIEVANCE COMMITTEE:

- A. The Grievance Committee shall be chaired by the person selected as committee chair during the committee selection process at the first National Board meeting following national elections. The National President shall serve as an Ex-Officio member of the Committee.

- B. The majority of the Committee shall be comprised of non-sitting Board members.
- C. Members of the Committee will be selected based on their experience in hearing grievances and participating in mediation.
- D. The Grievance Committee will be appointed by the National President with the approval of the National Board.

9.5. MEDIATION:

- A. Nature of the Process – Mediation is a process wherein the parties meet with an appointed impartial and neutral person who assists them in the negotiation of their differences. The purpose of implementing this process is to aid the National Chapter Liaison (NCL) with chapter disagreements that rise above the level for the NCL to address, but do not meet the criteria for a grievance. There is an expense involved in implementing this procedure which is not to be taken lightly. C.O.P.S. values its chapters and wants them to run healthy and smoothly. Mediation will be approved by coordination of the National President, the National Executive Director, and the NCL. Once approved, mediation should be set up as soon as it is financially and scheduling appropriate. This should be done within thirty (30) days of the decision.
- B. Role of the Mediator – Mediation leaves the decision power totally and strictly with the parties. The mediator does not decide what is "fair" or "right," does not assess blame nor render an opinion on the merits or chances of success if the case were litigated. Rather, the mediator acts as a catalyst between opposing interests attempting to bring them together by defining issues and eliminating obstacles to communication, while moderating and guiding the process to avoid confrontation and ill will. The mediator will, however, seek concessions from each side during the mediation process. At the outset of a mediation process, the mediator will seek agreement from the parties to work toward a healthy and honest agreement during the mediation process and to hold everything that is said in the various sessions confidential, and will not be used against any party in any other proceeding if mediation fails.
- C. Procedures – Joint Session followed by Private Caucuses
 - 1. Mediation generally begins with a joint session to set an agenda, define the issues and ascertain the position and/or concerns of the parties. This allows the parties to attack the resolution process either on an issue-by-issue or group-by-group basis.
 - 2. If needed, a separate caucus between the mediator and each individual party will be held. This allows each side an opportunity to explain and enlarge upon their position and mediation goals in confidence. It also gives the mediator an opportunity to ask questions which may well serve to create doubt in an advocate's mind over the validity of a particular position.

D. The Parties – parties involved are members of C.O.P.S. They will have gone through an initial interview with the NCL, National President or National Executive Director. The goal of putting C.O.P.S. best interests is priority. If communications with the NCL have become exhausted, the NCL will bring the option of mediation to the National President and National Executive Director for approval.

E. The Mediation

1. What actually happens in mediation? The following information is provided to demystify the process and assist you in your preparations. The procedures discussed herein are those normally followed in a dispute between chapter members.
2. Mediation is voluntary. It can be described as an assisted negotiation. The mediator is neutral and has no bias against any of the parties or their positions. He/she is the facilitator who assists the parties in reaching an agreement that is acceptable to them. The agreement is not imposed upon the parties; it is reached through the facilitated negotiation process typical of a mediation proceeding.

F. The Mediator – The mediator is an invaluable neutral resource to all participants in the mediation process. The mediator keeps the process focused and moving forward. C.O.P.S. mediators are chosen because of their training and experience and personalities. They receive mediation training in the classroom and by observing experienced mediators in the mediation process. Each mediator has gone through specialized training, set up and approved by C.O.P.S. A mediator helps the parties reach a resolution by facilitating communication, promoting understanding, assisting them in identifying and exploring issues, interests and possible bases for agreement, and in some matters, helping parties evaluate the likely outcome if they cannot reach a desired outcome through mediation. The mediator often assists parties to prioritize interests and options for settlement and to assess the relative strengths and weaknesses of positions.

G. The Meeting

1. Before mediation commences, the parties and the mediator agree upon the procedures that will be followed. It is the party's proceeding; they can fashion it in a way that makes sense to them and the mediator. This absence of formality provides for open discussion of the issues and allows the free interchange of ideas.
2. This initial meeting or conference call provides:
 - a. An introduction to the participants and the mediation process;
 - b. An opportunity to discuss issues affecting settlement which are important for the mediator to know in advance;
 - c. An opportunity to determine what information would be helpful for the mediator to have at or in advance of the mediation;

d. An appropriate time to discuss any concerns a party might have about the mediation and his/her role in the process.

- H. The Joint Meeting – When all of the procedures have been agreed to and a mediation agreement has been signed, the mediation session or sessions are scheduled. The mediation normally commences with a joint conference among all of the parties. The joint session provides an opportunity for each participant, directly, to express their view of the conflict to the other participants and how they would like to approach a workable outcome. The opening statements are intended to begin the settlement process, not to be adversarial or a restatement of positions. This session may last anywhere from a few minutes to many hours depending on the number of participants and the complexity of the issue(s).
- I. Follow Up – In some cases, telephone conferences occur following mediation sessions if no agreement has yet been reached. Sometimes, further information is required for the process to continue or additional people may need to be involved in the decision making process.
- J. Agreement – The mediator will work to finalize an agreement and determine the procedures necessary for implementation. The mediator is available to provide assistance throughout the process. Once settlement/agreement is achieved, the mediator will record it for signature immediately to prevent second thoughts from destroying a good agreement. Mediation is meant to have the goal of reconciliation between the parties. If the circumstances warrant a grievance, mediation will not be pursued.

9.6. GRIEVANCE:

A. Grievance Process:

1. Once a complaint has gotten to the Grievance Committee, it is because:
 - a. It is an issue that has gone beyond the mediation process of the NCL and the NCL is passing it on, or
 - b. It came straight to the Grievance Committee and it is going to meet the criteria for a grievance, or it will be delegated to a mediator because it does not rise to the level of a grievance but is something that cannot be handled by the NCL.
2. The grievance process shall be followed when a complaint(s) is made against Concerns of Police Survivors, Inc. (the organization) or an individual(s) within the organization. This procedure is for complaints made by people who are not members of the organization's staff at the National Office. Members of the organization's staff at the National Office should use the grievance procedure which is part of the accepted employee handbook. Complaints or grievances at the chapter level should be handled at the chapter level if at all possible.

B. The following steps shall be taken for receiving complaints against C.O.P.S. (the organization) and/or individuals within the organization:

1. The complaint should be submitted in writing and sent via USPS, UPS, FedEx mail, etc. or through electronic mail to the Chair of the National Grievance Committee. The Chair of the Grievance Committee shall serve as the central point of contact. The Chair of the Grievance Committee will then forward a copy to the National Executive Director and the National President.
2. If the complaint is against the National President, then the complaint will be forwarded to the National Chairman of the Trustees, via the Chair of the Grievance Committee.
3. If the complaint is against the National Executive Director, the complaint should be forwarded to the National President, via the Chair of the Grievance Committee.
4. If the complaint is made against the National Executive Director and the National President, the complaint should be forwarded to the Chairman of the Trustees, via the Chair of the Grievance Committee.
5. Complaints made against the National Executive Director, National President and the National Board will be submitted to the Chair of the Grievance Committee. If there exists a conflict of interest or the grievance is of such a serious nature, C.O.P.S. Legal Counsel will be consulted for guidance.
6. Any complaint that is received will be acknowledged in writing within ten (10) business days to the person who filed the complaint, from the Chair of the Grievance Committee.
7. A record of complaints/grievances will be maintained in the National Office and will be classified as "confidential". These records will be filed by the letter "G", then the calendar year the complaint was received, followed by a sequential number, e.g., G-2017-001.
8. Anonymous complaints will not be considered due to the inability to gather further information and to complete a fair and thorough investigation.
9. A complaint will be reviewed, and if it is determined that an incoming complaint concerns the same subject matter of a previous complaint, it may be combined with the initial complaint filed. This decision will be made in the interest of C.O.P.S. time and resources.

C. Initial Assessment of Complaint Against an Individual and/or C.O.P.S. (the organization):

1. The Committee will review and determine the extent and depth of the complaint. If necessary, the Committee may request or need to gather additional information in order to understand the complaint, to include additional resources and consulting with Legal Counsel for C.O.P.S.
2. The accused shall be provided a copy of the complaint.
3. The Committee will attempt to verify the facts, accuracy and truthfulness provided in the letter of the complaint. If necessary, the Committee will contact the individual(s) and obtain additional information or clarification.

4. The Committee will also check to determine whether any previous action was taken by C.O.P.S., and if so, was it in accordance with policies and procedures. The Committee will review the results of previous decision(s) and or action(s).
5. If necessary, the Committee will conduct personal interviews and inquiries as needed.
6. The Committee will determine if the matter can be resolved within the policies and procedures of C.O.P.S. in a timely manner. If needed, and after consulting with C.O.P.S. Legal Counsel, the Committee may relinquish the grievance to the responsibility of Legal Counsel. In some instances, it may delay the process if Legal Counsel is needed to research or draft responses involved in the grievance. If there are significant delays in concluding the inquiry, it shall be at the discretion of the Committee to notify the complainant that there are delays.
7. Once the Committee has completed their inquiry into the grievance, the Committee will consult the National President and the National Executive Director to discuss the preliminary findings. If necessary, additional information may be gathered or prepared. At the conclusion, the Committee will then prepare a preliminary report or summary and make a recommendation(s) to the National Board for a vote and action/response.

D. Additional Responsibilities of the Grievance Committee:

1. The Committee will also be allowed to contact and hear from the complainant directly. The Committee can also ask for any other additional information or factors.
2. If a meeting of the Committee and the complainant is requested, the complainant may be accompanied by another person who may speak on his/her behalf.
3. If a complainant requests copies of meeting minutes, that request will be considered. However, the review by the Committee will include the protection of a survivor's identity, confidentiality, privacy, terms of employment, etc. Legal Counsel will be consulted for guidance on the elements of appropriate exclusions to the request.
4. If photocopies are requested by the complainant, he/she will be provided an estimate of the expense(s), based on the amount of copies multiplied by a standard fee per page, as defined by the Federal government. If necessary, redacted copies will be made.
5. As previously noted, the Committee will make its report to the National Board either by a scheduled conference call or at its next meeting. The Chair of the Grievance Committee shall be a participant of this conference call/meeting.

E. Notification of the Decision to the Complainant – the complainant will be notified in writing of the National Board's decision within 60 business days, such notification to be by USPS, FedEx or UPS with a receipt signature required. This

decision will be made in writing to the complainant by the National Executive Director or the National President.

F. Appeal of the Decision by the Complainant:

1. If the complainant is dissatisfied with a decision made by the Grievance Committee, an appeal may be made to the National Board. The appeal must be submitted in writing, within seven (7) business days of receiving the Board's written decision, and must include new or different information not previously provided.
2. The National Board will review and determine if the information provided warrants additional consideration or investigation.
3. The National Board may refuse an appeal if they feel there is not adequate cause.
4. If the National Board feels there is adequate cause for further review, they will offer to meet and listen to the complainant. Travel by the complainant will be at his/her own expense.
5. In meeting with the National Board, the complainant may be accompanied by another person who shall be allowed to speak, and if this right is exercised, the person complained against may also be accompanied by another person who is allowed to speak on his/her behalf.
6. A National Board vote will be required to make a decision either by conference call or at the next scheduled meeting of the National Board.
7. The National Board's decision shall be final.
8. The National Executive Director or National President will notify the complainant of their decision concerning the outcome of appeal.
9. If a subsequent appeal on the same matter is received, the complainant shall be referred to the C.O.P.S. attorney for consideration and review.

9.7. WHISTLE BLOWER PROTECTION:

Any member/employee witnessing illegal, unethical, or conduct they perceive to be a breach of the fiduciary duty of this organization to its supporters, may report same without fear of retaliation or retribution. If one witnesses such conduct taking place in another area, then that person should report the incident to the respective Region Trustee, then they should report the incident to the C.O.P.S. National President. If the conduct witnessed involves the C.O.P.S. National President, then it should be reported to the Chairman of the National C.O.P.S. Grievance Committee or its Legal Counsel. Keep in mind, the standard of witnessing behavior that is illegal, unethical, or in breach of the fiduciary duty is very high.

9.8. TIMELINE FOR GRIEVANCE PROCESS:

- A.** A grievance must be filed within one (1) year of the alleged offense.

- B. Day 1: Complaint is received in writing by the Chair of the National Grievance Committee.
- C. Within 10 business days: Chair of the National Grievance Committee acknowledges to the complainant that the complaint has been received. A confidential file number is assigned. The National Grievance Committee Chair will forward the grievance to the rest of the Grievance Committee, the National President and the Executive Director and follow the steps outlined in the SOP. The complaint must relate to one of the following areas:
 - 1. Unethical behavior
 - 2. Violation of the conflict of interest policy
 - 3. Issue of performance
 - 4. Misappropriation of assets
- D. Within 10-30 business days: Complaint is reviewed thoroughly by the Committee. The Committee may request additional information, resources or consult with Legal Counsel. The Committee will attempt to verify the facts, accuracy or truthfulness provided in the letter of the complaint. If necessary, the Committee will contact the individual(s) and obtain additional information or clarification. The Committee will determine if any previous action was taken by the organization, and if so, if it was in accordance with policies and procedures. The Committee will review the results of previous decisions and or action. If necessary, the Committee will conduct personal interviews and inquiries as needed. The Committee will determine if the matter can be resolved within the policies and procedures of C.O.P.S. The Committee may relinquish the grievance to the responsibility of Legal Counsel. If the process is delayed, the Committee will notify the complainant.
- E. Within 30-60 business days:
 - 1. Once the Committee has completed their inquiry, they will consult the National President and the National Executive Director to discuss the preliminary findings. If necessary, additional information may be gathered or prepared. The Committee will prepare a preliminary report and/or summary. Recommendation(s) then will be made to the National Board for action/response.
 - 2. The Committee may seek the assistance of an additional committee to be assigned to investigate additional grievances. The second Committee will conduct an inquiry/investigation and make a recommendation to the original Committee. The National Board will follow the final recommendation(s) of the Grievance Committee. The Committee will also be allowed to contact and hear from the complainant directly. The Committee can also ask for any other additional information or factors.
 - 3. If a meeting of the Committee and the complainant is requested, the complainant may have a representative who can speak on his/her behalf. If photocopies are requested by the complainant, National Office staff will

provide an estimate of the expense. If necessary, redacted copies will be made.

- F. Within 60 business days: The complainant will be notified in writing of the National Board's decision. This decision will be made in writing by certified letter/return receipt and by the National Executive Director or the National President. An appeal may be made to the National Board, in writing, within seven (7) days and should include new or different information not previously provided. The National Board will review and determine if the information provided warrants additional consideration or investigation. The National Board may refuse an appeal if they feel there is not adequate cause. If the National Board feels there is adequate cause for further review, they will offer to meet and listen to the complainant. The National Executive Director or the National President will notify the complainant of their decision concerning the review of an appeal. In meeting with the National Board, the complainant may be accompanied by another person who shall be allowed to speak. If this right is exercised, the person complained against may also be accompanied by another person who is allowed to speak.

- G. Within 90 business days: A National Board vote will be required on the decision of the appeal either by conference call or at the next scheduled meeting of the National Board. The National Board decision shall be considered final. If a subsequent appeal on the same matter is received, the complainant shall be referred to Legal Counsel for consideration and review.

Approved SOP 9.0 adopted July 13, 2017 by the National Board

10.0. CONFLICT OF INTEREST POLICY:

10.1.SCOPE:

- A. This Standard Operating Procedure (SOP) is designed to foster public confidence in the integrity of Concerns of Police Survivors (the “Organization”) and to protect the Organization’s interest when it is contemplating entering a transaction (defined below) that might benefit the private interest of a National Board member or a National staff employee (defined below).

10.2.OBJECTIVE:

- A. To provide a clear definition of conflict of interest and a course of action to follow in the event a conflict arises.

10.3.DEFINITIONS:

- A. The following are considered insiders for the purposes of this policy:
 - 1. Each member of the National Board.
 - 2. Any key employee, meaning an employee who (a) has responsibilities or influence over the organization similar to that of directors or trustees; or (b) manages a program that represents 10% or more of the activities, assets, income, or expenses of the organization; or (c) has or shares authority to control 10% or more of the organization’s capital expenditures, operating budget, or compensation for employees.
 - 3. Interest means any commitment, investment, relationship, obligation, or involvement, financial or otherwise, direct or indirect, that may influence a person’s judgment, including receipt of compensation from the Organization, a sale, loan, or exchange transaction with the Organization.
 - 4. A conflict of interest is present when, in the judgment of the National Board and/or Grievance committee, an insider’s stake in the transaction is such that it reduces the likelihood that an insider’s influence can be exercised impartially in the best interests of the Organization.
 - 5. Transaction means any transaction, agreement, or arrangement between an insider and the Organization, or between the Organization and any third party where an insider has an interest in the transaction or any party to it.

10.4.PROCEDURES:

- A. *Duty to Disclose:* Each insider shall disclose to the National Board all material facts regarding his or her interest in the transaction, promptly upon learning of the proposed transaction.
- B. *Determining Whether a Conflict of Interest Exists:* With regard to an insider, the National Board and/or Grievance Committee shall determine if a conflict of interest exists. The insider(s) and any other interested person(s) involved with the

transaction shall not be present during the National Board's and/or Grievance Committee discussion or determination of whether a conflict of interest exists, except as provided in Section 10.5 below.

- C. *Process for Addressing a Conflict of Interest:* The National Board and/or Grievance Committee, after determining a conflict of interest possibly exists, shall adhere to the following:
1. An interested person may make a presentation at the National Board and/or Grievance Committee meeting, but after the presentation, they shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
 2. The National President and/or Grievance Committee chair shall, if appropriate, appoint a committee to investigate alternatives to the proposed transaction or arrangement.
 3. After exercising due diligence, the National Board and/or Grievance 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.
 4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, and a special committee had been appointed to investigate alternatives, that committee shall offer those proposed alternatives to the National Board and/or Grievance Committee. The National Board and/or Grievance Committee shall determine by a majority vote whether the transaction or arrangement is in the Organization'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.

10.5. REVIEW BY THE BOARD:

- A. The National Board and/or Grievance Committee may ask questions of and receive presentation(s) from the insider(s) and any other interested person(s), but shall deliberate and vote on the transaction in their absence. The National Board and/or Grievance Committee shall ascertain that all material facts regarding the transaction and the insider's conflict of interest have been disclosed to the National Board and/or Grievance Committee and shall compile appropriate data to determine if a conflict of interest exists.
- B. After exercising due diligence, which may include investigating alternatives that present no conflict, the National Board and/or Grievance Committee shall determine whether the transaction is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable to the Organization. A simple majority vote of the eligible National Board voting members and/or the Grievance Committee will make the determination if a conflict exists. It will be up to the National Board voting members and/or Grievance Committee to make

recommendations on how to proceed with said conflict of interest, with what will be in the best interest of the Organization. The perceived conflict may be referred to the Organization's Legal Counsel for consideration and review.

10.6.RECORDS OF PROCEEDINGS:

- A. The minutes of any meeting of the Board pursuant to this policy shall contain the name of each insider who disclosed or was otherwise determined to have an interest in a transaction; the nature of the interest and whether it was determined to constitute a conflict of interest; any alternative transactions considered; the members of the National Board and/or Grievance Committee members who were present during the deliberations on the transaction, those who voted on it, and to what extent interested persons were excluded from the deliberations; any comparability data or other information obtained and relied upon by the Board and how the information was obtained; and the result of the vote, including, if applicable, the terms of the transaction that was approved and the date it was approved.

10.7.ANNUAL DISCLOSURE AND COMPLIANCE STATEMENTS:

- A. Each National Board member, including non-voting members and all key employees of the Organization, shall annually sign a statement on the form attached, that:
 - 1. Affirms that the person has received a copy of this conflict of interest policy, has read and understood the policy, and has agreed to comply with the policy.
 - 2. Discloses the person's financial interests and family relationships that could give rise to conflicts of interest.
 - 3. Each National Board member shall sign the policy at the beginning of each term they are elected. The C.O.P.S. staff shall sign the policy during their annual review and it will become part of their personnel file.

10.8.VIOLATIONS:

- A. If the Board has reasonable cause to believe that an insider of the Organization has failed to disclose actual or possible conflicts of interest, including those arising from a transaction with a related interested person, it shall inform such insider of the basis for this belief and afford the insider an opportunity to explain the alleged failure to disclose. If, after hearing the insider's response and making further investigation as warranted by the circumstances, the National Board and/or Grievance Committee determine that the insider has failed to disclose an actual or possible conflict of interest, the National Board and/or Grievance Committee shall take appropriate disciplinary and corrective action.

10.9.ANNUAL REVIEWS:

- A. To ensure that the Organization operates in a manner consistent with its status as an organization exempt from federal income tax, the National Board shall authorize and oversee an annual review of the administration of this conflict of interest policy. The review may be written or oral. The review shall consider the level of compliance with the policy, the continuing suitability of the policy, and whether the policy should be modified and improved. The annual review of this policy will be handled by the Bylaws and SOP Committee.

11.0. SOCIAL MEDIA POLICY:

11.1.SCOPE:

This Standard Operating Procedure (SOP) establishes guidelines and direction for the establishment and use of social media.

11.2.OBJECTIVE:

To provide guidelines that shall be used for all National and chapter social media sites.

11.3.SOCIAL MEDIA POLICY:

Social media is an exceptional way of keeping in touch with our survivors and promoting events. It is important; however, to maintain discretion as the rules and social protocols are defined for this forum.

A. National Social Media Accounts:

1. Facebook:

- a. The National C.O.P.S. Facebook page will be set up as a public Organizational page. This allows for anyone to like and follow posts.
- b. The National C.O.P.S. Facebook page will have a minimum of two administrators who shall be staff from the Communications Department.
- c. C.O.P.S. content pertaining to National Police Week, conferences, trainings, and Hands-On Programs should be shared on the National Facebook page. Promotion of chapter events and major donor promotions will be approved at the discretion of the C.O.P.S. Communications Director or a staff member in the Communications Department.
- d. The profile image shall be the trademarked National C.O.P.S. logo.
- e. Because this page is a public page, and inflammatory content is sometimes added by those commenting on posts, this page shall be closely monitored by the Communications staff and offensive content removed as soon as practical.

2. Instagram Account:

- a. National C.O.P.S. account is to be set to private to allow for administrative approval of followers.
- b. The Communications Director, or the Multimedia Specialist, or a staff member of the Communications Department will be designated as administrators.
- c. Profile image shall be the trademarked National C.O.P.S. logo.

3. LinkedIn Account:

- a. LinkedIn should be used for organizational awareness, professional networking, and donor/supporter recruitment.
- b. A Communications staff member will be designated as the administrator.
- c. Profile image shall be the trademarked National C.O.P.S. logo.

4. Twitter Account:

- a. Twitter should be used for concise messaging to a wide range of followers by using 140 characters or less.
- b. The administrator will be designated as a Communications staff member.
- c. Profile image shall be the trademarked National C.O.P.S. logo.

B. Chapter Social Media Accounts:

1. Facebook Pages:

- a. Chapter page accounts can be set as a Closed Group or a Public Page. It is each chapter's decision to determine which type is best for their respective chapter.
 - (1). A closed group gives the ability to set administrators and allow member-only comments, status updates, and pictures approved to be posted online. This page type is visible when searching and members can be invited to ask to join.
 - (a) Closed groups are preferred for chapter meeting information.
 - (b) Closed groups are for chapter member-only events.
 - (c) Closed groups are for private discussions between chapter members.
 - (2). A public page is open for the general public to view. All posts can be seen.
 - (a) Public pages are preferred for donor visibility.
 - (b) Public pages are designed to allow the public to see chapter events.
- b. Official chapter pages shall have a minimum of two administrators to assist with posting and monitoring.
- c. Chapters shall submit login/admin information to the Communications Department at the National Office at media@nationalcops.org to be kept on record in case issues arise.
- d. If a member of the National C.O.P.S. Communications Department is added as an administrator, they will not post anything without the permission of the chapter.
- e. Chapter events such as fundraising events, board meetings, etc., should be shared on the chapter page. As a closed group page, these details will not be visible to non-members unless posted with a "public" privacy setting.
- f. The profile image shall be the approved chapter logo.

- g. Chapters shall not set up their official pages or conduct chapter business in a secret page format.

2. Instagram Account:

- a. Chapters shall submit login/admin information to the Communications Department at the National Office at media@nationalcops.org to be kept on record in case issues arise.
- b. Set account to private to allow for administrative approval of followers.
- c. The profile image shall be the approved chapter logo.
- d. Chapters are encouraged to post videos and images that promote organizational awareness and advance chapter goals.

3. LinkedIn Account:

- a. Chapters shall submit login/admin information to the Communications Department at the National Office at media@nationalcops.org to be kept on record in case issues arise.
- b. LinkedIn should be used for organizational awareness, professional networking, and donor/supporter recruitment.
- c. The profile image shall be the approved chapter logo.

4. Twitter Account:

- a. Chapters shall submit login/admin information to the Communications Department at the National Office at media@nationalcops.org to be kept on record in case issues arise.
- b. Twitter should be used for concise messaging to a wide range of followers by using 140 characters or less.
- c. Profile image shall be the approved chapter logo.

C. Region Social Media Accounts:

1. Facebook and Other Social Media Pages:

- a. Region page accounts can be set as a Closed Group or a Public Page. It is the decision of the Region Trustee to determine which type is best for his/her respective region.
 - (1). A closed group gives the ability to set administrators and allow member-only comments, status updates, and pictures approved to be posted online. This page type is visible when searching and members can be invited or ask to join.
 - (a) Closed groups are preferred for private region and chapter meeting information.
 - (b) Closed groups are for private discussions between chapter members and their Region Trustee.
 - (2). A public page is open for the general public to view. All posts can be seen.
 - (a) Public pages are preferred for donor visibility.

(b) Public pages are designed to allow the public to see Region events.

b. Official Region pages shall have a minimum of two administrators to assist with posting and monitoring.

2. Login/admin information shall be submitted to the National Office at media@nationalcops.org to be kept on record in case issues arise.
3. If a member of the National C.O.P.S. Communications Department is added as an administrator, they will not post anything without the permission of the Region Trustee.
4. Region events such as fundraising events, board meetings, etc. should be shared on the Region page. As a closed group page, these details will not be visible to non-members unless posted with a “public” privacy setting.
5. The profile image shall be the trademarked National logo.
6. Region Trustees shall not set up their official pages or conduct chapter business in a secret page format.

D. Social Media Content:

1. Elements of a good post:
 - a. Aligns with the C.O.P.S. mission
 - b. Timely
 - c. Attention-grabbing
 - d. Fits demographics and geographic location
2. Images:
 - a. Name tags should be covered or blurred if possible. Chapters shall get permission to post from individuals if capabilities to blur name tags are not available.
 - b. Photos taken in a public place where there is no reasonable expectation of privacy can be posted without permission.
 - c. Attendees upon filing registration for all C.O.P.S. National events grant C.O.P.S. permission to use photos of all participants.
 - (1). Permission for photo usage of children under 18 must be given by parent/guardian.
 - (2). Photos taken at the Co-Workers Retreat and the Co-Workers for Couples are confidential and may not be used without the permission of the individual.
 - d. All images posted on social media must be in good taste and reflect positively on both the individual and C.O.P.S.
3. Line of Duty Deaths (LODD) announcement: When a LODD or other traumatic event occurs, neither National C.O.P.S. nor any chapter shall post about the event until the event is made public by the agency.

4. Politics: Neither National C.O.P.S. nor chapters shall post political views on their social media pages.
5. Profanity: Filter settings should be set at the highest setting to prevent offensive language from being posted in comments on chapter pages.
6. Fundraising: C.O.P.S. reserves the right to refuse the post, share or promote a special event or fundraiser if it does not support the C.O.P.S. mission or a portion of the proceeds does not benefit National C.O.P.S. or a C.O.P.S. chapter.

12.0. SOLICITATION BY INDIVIDUALS, C.O.P.S. MEMBERS, AND CHAPTERS FOR NATIONAL HANDS-ON PROGRAMS

12.1. SCOPE AND OBJECTIVE:

- A. This Standard Operating Procedure establishes clear restrictions on individuals, C.O.P.S. members, and/or chapters regarding solicitation of additional funding for projects associated with National C.O.P.S. Hands-On Programs.

12.2. FUNDING:

- A. Funding for all National Hands-On Programs and projects shall be funded by National C.O.P.S.

12.3. REQUESTS FOR ASSISTANCE:

- A. All requests for funding for projects held during National C.O.P.S. Hands-On Programs should be sent to the National Office for consideration.
- B. Individuals, C.O.P.S. members and/or chapters shall not be solicited for additional funding by sources other than National C.O.P.S. for projects held during National Hands-On Programs.

12.4. PROCEDURE IF ASKED FOR ASSISTANCE:

- A. National C.O.P.S. shall be notified immediately of any solicitation attempts.
- B. The soliciting individual/member/chapter shall be advised of procedure to request assistance and directed to contact National C.O.P.S.
- C. Any and all funds collected shall be turned over to the National Office immediately.
- D. Should the individual, C.O.P.S. member, and/or chapter continue to solicit funds, the National Office shall take the appropriate action, including but not limited to issuing a cease and desist.

All SOPS revised and adopted on November 17, 2013;
SOP 6.4 amended on May 11, 2014

13.0. STANDARD OPERATING PROCEDURE FOR HANDS-ON PROGRAMS

13.1.SCOPE:

This Standard Operating Procedure (SOP) defines the rules to be adhered to regarding:

- A. Eligibility for all participants when attending any C.O.P.S. Hands-On Program (HOP);
- B. Registration/Cancellation/Travel Assistance;
- C. Code of Conduct/Discipline.

13.2.OBJECTIVE:

To provide clear and concise information to participants and staff regarding the items outlined in the scope above.

13.3.CRITERIA:

- A. C.O.P.S. determines someone as a survivor by following a specific criteria which is as follows:

“C.O.P.S. membership is limited to surviving family members (spouse, child {natural, adopted, and step}, parent, and sibling), ‘significant others’, fiancés, other family members and affected co-workers of law enforcement officers who have died in the line of duty as determined by the Federal Bureau of Investigations (FBI), Bureau of Justice Assistance’s Public Safety Officers’ Benefit (PSOB), National Law Enforcement Officers Memorial Fund (NLEOMF) or Fraternal Order of Police (FOP) criteria.”
- B. Persons referred to as “surviving” or “survivors” meet the above criteria.
- C. Anyone being referred to as a “domestic partner” is defined as a long term committed legal or interpersonal relationship between two individuals who live together and share a common domestic life, i.e., not just a boy/girlfriend.

13.4.ELIGIBILITY AT HOP:

- A. Concerns of Police Survivors is a non-discriminatory organization and has the mission of helping survivors, regardless of age, race, religious association, disability, or sexual orientation.
 - 1. With regards to the American Disabilities Act, C.O.P.S. further defines the following disability guidelines:

- a. C.O.P.S. is a non-discriminatory organization, we are also not trained medical/health professionals. C.O.P.S. reserves the right to require any participant to bring a medical aide to assist the participant in health care while at the HOP.
 - b. If the participant is unable to employ a medical health aide to attend the retreat with them, the participant may bring a family member to assist.
 - c. The medical aide or family member attending the HOP with the participant must submit to a background check before attendance at the HOP will be approved.
 - d. National C.O.P.S. may be able to provide travel assistance to the medical aide or family member for the participant for one (1) HOP annually. The availability of travel assistance funds is not guaranteed.
 - e. If the participant refuses to bring a medical aide or family member as outlined above, C.O.P.S. reserves the right to deny attendance to the HOP.
 - f. A medical aide or family member who is not qualified to be a participant of the survivorship retreat will be permitted to assist the disabled person into the session room, but then must wait outside of the session room during the session.
- B. C.O.P.S. also recognizes that survivors receive the best help from peers who are experiencing the same survivor issues. A survivor will not be eligible to attend a HOP unless the Program is specific to their survivorship. With peer support in mind, C.O.P.S. has adopted the following guidelines for participation in the HOP:
- 1. C.O.P.S. Kids Camp:
 - a. C.O.P.S. Kids Camp is planned for surviving school-aged children, ages 6-14, of the officer and their parent/legal guardian.
 - (1). To attend camp, the child must have turned 6 by the last day of Kids Camp and not be over the age of 14 when camp starts.
 - (2). The C.O.P.S. office receives many requests for exceptions to the age requirement rule; however, no exceptions can be made as there is a need to be consistent with all participants.
 - b. Children at C.O.P.S. Kids Camp must be accompanied by a parent or legal guardian.
 - (1). If the parent or legal guardian is not able to attend, they can temporarily assign guardianship to another parent attending camp or to a responsible party over the age of 21. There is a "consent to chaperone" form to be signed by the parent or legal guardian turning over responsibility of their child(ren) to another adult. C.O.P.S. reserves the right to ask the designated guardian to submit to a background check if the designated guardian is unknown to C.O.P.S.
 - (2). Due to space limitations, only one parent/guardian is allowed to attend with the child(ren). The only exceptions made to this will be when the physical requirements of keeping up with the

child(ren) are too much for one adult. In those cases, approved on an individual basis, a second guardian would be allowed to attend.

2. C.O.P.S. Young Adults Camp:
 - a. C.O.P.S. Young Adults Camp is planned for surviving children and surviving siblings, ages 15-20, of the officer.
 - b. To attend Young Adults Camp, the child or sibling must have turned 15 by the last day of the program and not be over the age of 20 when the program starts.
3. C.O.P.S. Outward Bound® Adventure:
 - a. Outward Bound® is an adventure-based program for teenagers and young adults, ages 15-20, who are surviving children of the officer.
 - b. Due to Outward Bound® permit regulations, space is limited. Priority is given to the registrations of first and second time attending surviving children. The next priority will go by registration date.
 - c. In order for these priorities to be met, the registration of the child must have been received by the registration deadline.
 - d. To attend Outward Bound®, the child must have turned 15 by the last day of the program and not be over the age of 20 when the program starts.
 - e. Outward Bound® has a separate screening process to ensure the safety of the participants. Ultimately, it is the decision of Outward Bound® if the survivor is physically capable to attend.
4. C.O.P.S. Adult Children's Retreat:
 - a. C.O.P.S. Adult Children's Retreat is planned for surviving adult children.
 - b. Survivors may, optionally, bring their spouse/domestic partner to this retreat.
 - c. All attendees must be 21 years of age by the first day of the retreat.
5. C.O.P.S. Spouses Retreat:
 - a. C.O.P.S. Spouses Retreat is planned for surviving spouses.
 - b. To attend this retreat, the survivor has to have been the legally married spouse at the time of the officer's death. C.O.P.S. recognizes that spouses' survivor issues can be different than other categories of survivors. Therefore, C.O.P.S. will require that a legal marriage has taken place for the survivor to attend.
 - c. All attendees must be 21 years of age by the first day of the retreat.
6. C.O.P.S. Fiancés & Significant Others Retreat:
 - a. C.O.P.S. Fiancés & Significant Others Retreat is planned for surviving fiancé/fiancée and significant others as defined in SOP 3.0, paragraph 3.16.
 - b. All attendees must be 21 years of age by the first day of the retreat.

7. C.O.P.S. Siblings Retreat:
 - a. C.O.P.S. Siblings Retreat is planned for surviving siblings.
 - b. Survivors may, optionally, bring their spouse/domestic partner to this retreat.
 - c. All attendees must be 21 years of age by the first day of the retreat.
8. C.O.P.S. Extended Family Retreat:
 - a. C.O.P.S. Extended Family Retreat is planned for surviving extended family members.
 - b. Eligible family members include grandparents, aunts, uncles, nieces, nephews, cousins, grandchildren and in-laws (on the spouse's side of the family). Other relatives and friends are not eligible to attend.
 - c. Survivors may, optionally, bring their spouse/domestic partner to this retreat.
 - d. All attendees must be 21 years of age by the first day of the retreat.
9. C.O.P.S. Parents Retreat:
 - a. C.O.P.S. Parents Retreat is planned for surviving parents and step-parents.
 - b. Survivors may, optionally, bring their spouse/domestic partner to this retreat.
10. C.O.P.S. Co-Workers Retreat:
 - a. C.O.P.S. Co-Workers Retreat is planned for surviving co-workers, as defined in SOP 3.0, paragraph 3.16, active or retired.
 - b. All attendees must be 21 years of age by the first day of the retreat.
11. C.O.P.S. Co-Workers for Couples Retreat:
 - a. C.O.P.S. Co-Workers for Couples Retreat is planned for surviving co-workers, as defined in SOP 3.0, paragraph 3.16, active or retired, and their spouse/domestic partner.
 - b. All attendees must be 21 years of age by the first day of the retreat.
12. C.O.P.S. Spouses for Couples Retreat:
 - a. C.O.P.S. Spouses for Couples Retreat is planned for surviving spouses and their new spouse/domestic partner.
 - b. All attendees must be 21 years of age by the first day of the retreat.
- C. C.O.P.S. reserves the right to make exceptions to the above guidelines. Individuals whose circumstances do not meet the above criteria but wish to be considered eligible for a HOP, must apply with the National Office and be approved for inclusion by the Executive Director. If the individual does not agree with the decision of the Executive Director, they can appeal this decision with the C.O.P.S. National Board.

13.5. REGISTRATION:

- A. To provide sufficient information to participants and staff on how to handle registrations, handle cancellations, and information on travel assistance to any HOP.
- B. Registrations shall be submitted no later than the deadline date indicated on the brochure/postcard and website for the specific HOP.

13.6. CANCELLATIONS:

- A. Cancellations may be made by calling the Programs Department at the National Office, or in writing, conventional mail or email is acceptable.
- B. Participants who fail to cancel before the program start date without providing documentation of the extenuating or mitigating circumstances will be subject to the following terms:
 - 1. First occurrence:
 - a. C.O.P.S. will require an initial security deposit of \$150 before their registration is accepted for their next eligible HOP.
 - b. After receipt of this deposit, C.O.P.S. will register the survivor.
 - c. Once the participant has completed the program, they will receive their deposit back.
 - d. If the survivor does not attend that program, C.O.P.S. will not return the security deposit to the survivor.
 - 2. All other occurrences:
 - a. C.O.P.S. will require an initial security deposit of \$300 before their registration is accepted for their next eligible HOP.
 - b. After receipt of this deposit, C.O.P.S. will register the survivor.
 - c. Once the participant has completed the program, they will receive 50% of their deposit back.
 - d. If the survivor does not attend that program, C.O.P.S. will not return any of the deposit to the survivor.

13.7. TRAVEL ASSISTANCE:

- A. When seeking travel assistance, the participant must take these steps before consideration for National C.O.P.S. travel assistance:
 - 1. Contact your local C.O.P.S. chapter - some chapters offer financial assistance to survivors for their attendance at HOPS. If the chapter does not offer, or cannot grant the participant travel assistance, the participant can apply for financial assistance through National C.O.P.S.
 - 2. National C.O.P.S. staff may request documentation proving the participant was denied travel assistance, or may contact the chapter to confirm.
- B. Travel assistance to HOPs is generously provided by National C.O.P.S. donors. The amount of assistance is dependent on donations and other funds set aside for

certain programs; therefore, the availability of travel assistance funds is not guaranteed. This amount fluctuates, so contact the Programs Department at the National C.O.P.S. Office for the current travel assistance application which will indicate that year's assistance amount.

1. Travel assistance applications must be submitted 30 days prior to the program to be considered.
 2. Due to the limited amount of travel assistance available, priority will be given to applications received from survivors who are attending the HOP for their first or second time.
 3. Travel assistance checks will be made payable to the survivor requesting the assistance, unless a minor child, which would then be made payable to the minor child's parent or legal guardian.
 4. Travel assistance checks will be distributed to the survivor on the last day of the program, assuring that the program was successfully completed.
- C. This assistance may be available prior to the event if it is necessary for the participants to attend. Contact National C.O.P.S. for more information.
1. Anyone receiving this assistance and who then fails to participate in their specific HOP will be required to return the full amount granted to National C.O.P.S.
 2. If the participant fails to do so, that survivor shall be denied access to all eligible HOPs until the full amount granted is returned to National C.O.P.S.
- D. Any survivor receiving financial support from their local C.O.P.S. chapter to attend a HOP shall not be eligible for travel assistance from National C.O.P.S. unless the granted amount from the chapter is not enough for the survivor to attend the HOP.

13.8.CODE OF CONDUCT:

- A. Clear communications and clearly defined limits promote acceptable behavior. To this end, the C.O.P.S. Staff and National Board have developed guidelines for conduct during C.O.P.S. activities. In all cases, these guidelines will be appropriate to the age level and maturity level of the participant.
- B. While attending a HOP, participants are also required to follow the rules and regulations imposed by the activity site management. The activity site's rules and regulation will be adopted by C.O.P.S. while at the activity site unless otherwise stated.
- C. C.O.P.S. stresses respect for others and the rights of others, among them the right to an environment which facilitates support, safety, healing, and fun. Participants whose disruptive behavior deprives others of these rights will be subject to disciplinary action.

- D. Attendees at HOPs are vulnerable and attend the HOP with healing in mind. Therefore, C.O.P.S. strongly discourages sexual encounters between attendees at the HOP outside an already established romantic relationship.
- E. The following conducts will not be tolerated at any HOP:
1. Offensive Language/Behavior/Communication:
Behavior and communication encompassing profanity, abusive, sexual language and obscene gestures is unacceptable. This includes verbal, nonverbal, written and conversations via email, text, social media and phone while at the HOP and directly following the HOP.
 2. Disrespectful Actions:
Disrespectful actions of any kind towards C.O.P.S. support staff, activity site staff or fellow survivors will not be tolerated. These actions, including, but not limited to, behavior that is rude, unpleasant, inappropriate, physical, offensive, and unprofessional.
 3. Fighting:
C.O.P.S. will not tolerate physical violence of any kind at any HOP between any C.O.P.S. support staff, activity site staff and/or participants. These actions, including, but not limited to, behavior that involves pushing, punching, kicking, slapping, spitting, and any other physical violence.
 4. Vandalism:
Damage or destruction of any property belonging to C.O.P.S., C.O.P.S. support staff, activity site staff, participants or the activity site will not be tolerated and is punishable by payment of damages and/or legal prosecution.
 5. Stealing:
 - a. Theft includes, but is not limited to; stealing activity site property, C.O.P.S. property, stealing from C.O.P.S. support staff, activity site, activity site staff or from other participants.
 - b. Stolen or lost property should be reported to C.O.P.S. staff immediately.
 6. Prohibited Items:
 - a. Firearms:
If a participant is a sworn or retired law enforcement officer, they may bring a firearm, but is required to inform the C.O.P.S. National staff and have the proper identification. Attendee is required to keep their firearm in a lock box when the firearm is not on their person at the activity site.
 - b. Explosives:
Explosives being defined as a substance which can be made to explode, including fireworks.
 - c. Knives:
If a supervised program requires a knife, the participant will be notified in advance, and the knife will be provided for them.
 - d. Illegal Drugs or Narcotics:
This includes prescription drugs in participants possession not prescribed for them.
 - e. Prohibited Alcoholic Beverages:

- (1). Any alcoholic beverage that is not provided at the HOP will be considered a prohibited alcoholic beverage.
- (2). C.O.P.S. reserves the right to hold any prohibited beverage discovered at the property site; this beverage will be returned to the participant before they depart the activity site.
- (3). C.O.P.S. reserves the right to ask anyone bringing prohibited alcoholic beverages to leave the program.
- f. Other Dangerous Articles:
This section includes anything that C.O.P.S. support staff deems dangerous that is not listed above.
- 7. Overconsumption of Alcoholic Beverages:
 - a. Overconsumption of alcoholic beverages, prohibited or not, is unacceptable and will be viewed as a violation of the Code of Conduct.
 - b. C.O.P.S. support staff has the right to limit and/or cease consumption of alcoholic beverages for one or all of the HOP attendees.
- 8. Extortion:
Threatening other participants or extorting money or property is prohibited.
- 9. Gambling:
 - a. Playing cards, flipping-or matching coins, rolling dice for money or any other form of gambling is prohibited.
 - b. Staff may confiscate any money or material.

13.9. DISCIPLINE:

- A. Participants who willfully violate the Code of Conduct face a variety of consequences determined by the severity of the offense. Actions taken may include, but are not limited to: warning, reprimand, and ban from participation in program activities, payment for damages and expulsion from the HOP.
- B. C.O.P.S. reserves the right to treat any violation to the Code of Conduct on a case by case basis. Generally, the following guidelines will be used, but the decision may be made to accelerate the discipline criteria depending on the severity of the offense.
- C. Violations of the Code of Conduct are treated as serious offenses and the following actions may be taken:
 - 1. First offense:
 - a. The participant and/or his/her parent/guardian will be given notice of the offense and a warning. If a parent/guardian is accompanying the participant, the parent/guardian is expected to take corrective action.
 - b. Continued misbehavior by the participant can result in suspension of the right to activities of a time to be determined by the appropriate C.O.P.S. support staff and/or parent/guardian.
 - c. If no visible improvement of behavior is shown, then the participant may be expelled.

2. Second offense:
 - a. The participant can be denied activity privileges for a time to be determined by C.O.P.S. support staff.
 - b. Continued misconduct may result in the participant's and/or family's expulsion from the HOP. Should a participant be expelled from the HOP, they (the participant and in some cases this may involve the parent/guardian and other siblings) will be responsible for scheduling their own transportation and lodging back to their point of origin immediately.
3. Expulsion:
 - a. C.O.P.S. National staff, which may include C.O.P.S. staff, counselors, mentors and volunteers, have the right to expel a participant pursuant to the criteria listed below which has been approved by the National Board.
 - b. If expulsion of a participant involves a parent/guardian or siblings, the aforementioned group forfeits their right to participate in HOP and must leave the activity site immediately.
 - c. Any cost involved with the expulsion will be borne by the dismissed participant and/or dismissed family.
 - d. The criteria for expulsion is as follows:
 - (1). Physical assault on another participant, C.O.P.S. staff or volunteer.
 - (2). Sexual harassment to another participant, C.O.P.S. staff or volunteer.
 - (3). Carrying a weapon not approved by a supervised program.
 - (4). Illegal possession and/or illegal consumption of alcohol, controlled dangerous substances, drug paraphernalia or being under the influence of such substance while on activity premises.
 - (5). Conduct constituting a danger to the physical/mental well-being of other participants, C.O.P.S. staff or volunteer.
 - (6). Continued and willful disobedience or open defiance of any authority figure employed or volunteering for C.O.P.S.
 - (7). Stealing of another participant or staff members' personal property, whether by theft, through force or by intimidation.
 - (8). Refusal to take prescribed medications.
 - (9). Habitual use of profanity or obscenities/gestures.
 - (10). Willfully causing damage to activity area property.
 - (11). Continued overconsumption of alcoholic beverages.
 - e. Any survivor who is expelled from a C.O.P.S. HOP shall have to submit a formal request to the C.O.P.S. National Board to be considered to attend in the future.

14.0. FINANCIAL POLICY

14.1.SCOPE:

- A. This Standard Operating Procedure establishes a breakdown of how C.O.P.S. funds shall be invested.

14.2.OBJECTIVE:

- A. This policy is to develop a diversified, moderate risk portfolio of investments for future financial stability of our non-profit organization. Those with fiduciary responsibilities over these funds should realize that this organization's money will be invested in a way that will exceed inflation with moderate risk.

14.3.INVESTMENT BREAKDOWN:

- A. The Executive Director should follow the below general considerations when making financial decisions on investments.
- B. The Executive Director may, upon advice from the Trust Advisor, vary somewhat from these percentages if recommended by the advisor. Any variation shall be reported to the Board.
 - 1. Approximately 40-50% of investments shall be in income investments.
 - 2. Approximately 20-30% of investments shall be in growth and income investments.
 - 3. Approximately 10-20% of investments shall be in growth investments.
 - 4. Approximately 5-15% of investments shall be in aggressive investments.
 - 5. Approximately 15-30% of investments shall be in international investments.
 - 6. Approximately 0-10% of funds shall be kept in cash for financial liquidity.

Note: Liquid investments do not include the operating funds of C.O.P.S. kept in a money market account that should not exceed \$800,000.00.

14.4.FINANCIAL POLICY REVIEW:

- A. The National Board of Concerns of Police Survivors shall re-evaluate this investment strategy at least once every two years or sooner, ensuring a balanced approach with earned income from the investments fund.
- B. After this review, the National Board shall delegate responsibility to both the Executive Director and the Financial Manager to decide if, when, and how much money can be transferred from the money market account to C.O.P.S. financial advisors for investing without approval of, but with notification to the Board.
- C. When money is invested with advice from the financial advisor, the Board shall be notified of the investments made.

- D. The Executive Director and Financial Manager jointly must agree to movements of investments within accounts; but at no time may investments be liquidated and transferred into a money market or used for any other purposes besides reinvestment without Board approval.
- E. Investment allocations shall not contradict this investment policy without Board approval.

14.5.REPORTS:

- A. Quarterly financial reports will be presented to the National Board and shall contain information on investment portfolio activity.

SOP 14.0 adopted July 13, 2014

15.0. RECORDS MANAGEMENT AND DISPOSITION OF FILES AND DOCUMENTS

RETENTION, STORAGE, AND DESTRUCTION [SHORT TITLE: DOCUMENT **RETENTION POLICY**

15.1.SCOPE AND OBJECTIVE:

THIS STANDARD OPERATING PROCEDURE:

- A. Covers how files/documents of Concerns of Police Survivors (C.O.P.S.), regardless of physical form shall be retained.
- B. Contains guidelines for how long certain files/documents should be kept.
- C. Provides guidelines as to how files/documents should be destroyed.
- D. Is designated to:
 - 1. Ensure compliance with federal and state laws and regulations
 - 2. Eliminate accidental or innocent destruction of files/documents
 - 3. Facilitate the operations of C.O.P.S. by promoting efficiency and freeing up valuable storage space

15.2.APPLICABILITY:

This Standard Operating Procedure applies to the C.O.P.s. National Office to determine which files/documents must be retained and/or destroyed.

15.3.GENERAL INFORMATION:

- A. Federal and state laws require organizations to maintain certain types of files/documents for a certain period of time (see Attachment 1 for schedule). This Document Retention Policy (DRP) is to ensure the most efficient and effective operation of Concerns of Police Survivors (C.O.P.S.) National Office. The files/documents of C.O.P.S. are important to the proper functioning of the organization and include virtually all of the files/documents produced at the National Office. Such files/documents can be in electronic or paper form. Thus, items that may not be considered important, such as interoffice emails and printed memoranda are files/documents that may be considered important under this policy. If ever uncertain as to any procedures set forth in this policy, e.g., what files/documents to retain or destroy, when to do so, or how, it is the responsibility of the individual to seek answers from the local designated DRP Manager, or the Executive Director.

B. The goals of this DRP are to:

1. Retain important files/documents for reference and future use.
2. Delete or destroy files/documents that are no longer necessary for the proper functioning of the organization.
3. Organize important files/documents for efficient retrieval.
4. Ensure what files/documents should be retained, the length of their retention, the means of storage, and when and how they should be destroyed.

C. "Files/documents" discussed herein refers to all business files/documents of C.O.P.S. and is used interchangeably with "documents", including written, printed, and recorded materials, as well as electronic files/documents, e.g. emails and documents saved electronically. Therefore, any electronic files that fall into one of the document types in Attachment 1 will be maintained for the appropriate amount of time. If there is sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder. Business files/documents shall be retained for a period no longer than necessary for the proper conduct and functioning of the organization.

D. Suspension of Record Disposal in the Event of Litigation or Claims:

1. No director, National officer, employee, volunteer or agent of C.O.P.S. shall destroy, dispose of, conceal, or alter any record of document while knowing that it is or may be relevant to an anticipated or ongoing investigation or legal proceeding conducted by or before a federal, state or local government agency, including tax and regulatory agencies, law enforcement agencies and civil and criminal courts, or an anticipated or ongoing internal investigation, audit or review conducted by C.O.P.S.
2. During the occurrence of an anticipated or ongoing investigation, lawsuit filed or imminent, or legal proceedings as set forth above, the Executive Director shall suspend any further disposal of documents until such time as the Executive Director with the advice of counsel, determines otherwise. The Executive Director shall take such steps as necessary to promptly inform all National Board members and/or staff of any suspension in the further disposal of documents. Should an individual fail to follow this protocol, he/she and/or C.O.P.S. may be subject to fines and penalties, among other sanctions.

15.4. TYPES OF FILES/DOCUMENTS RECORDS:

A. General: General correspondence includes, but is not limited to any letters, notes, requests, complaints, etc. that are exchanged regarding the organization.

- B. Financial: Financial files/documents include, but are not limited to accounting and corporate tax files/documents, financial statements, ledgers, audit files/documents, invoice and expense files/documents, payroll, etc.
- C. Governance: Files/documents include, but are not limited to Articles of Incorporation, Bylaws, meeting Minutes, deeds and titles, leases, policy statements, contracts and agreements, trademark files/documents, etc.
- D. Grants: Grant files/documents include, but are not limited to any document that is part of a grant request or application, through the acceptance and distribution of such grant funds. This would also include donations that were received by the organization with explicit instructions from the donor on the expenditure of the donation, also known as “restricted funds”.
- E. Human Resources and Payroll: Human Resources and Payroll files/documents include, but are not limited to employment applications, background investigations, resumes, letters of recommendation of current and past employees, current and past employee performance evaluations and complaints. Payroll files/documents include, but are not limited to salary history, current rate of pay, payroll deductions, time cards, W-2 and W-4 forms, bonuses, etc.
- F. Legal: Legal files/documents include, but are not limited to all contracts, legal counsel correspondence, trademark and copyright registration.
- G. Marketing: Marketing documents include, but are not limited to proposals, estimates and agreements for projects and programs to promote the organization, raise funds for the organization, and educate the public of the organization and its mission.
- H. Operations: Operations files/documents include, but are not limited to all documents that involve the general operation of the business, e.g., proposals, contracts, agreements such as building/grounds maintenance, utilities, insurance, etc.
- I. Historical: Historical files/documents are those that are no longer of use to the organization, but by virtue of their age or research value may be of historical interest or significance to C.O.P.S.

15.5. RETENTION SCHEDULE AND ADMINISTRATION:

- A. Record Retention Schedule is set forth in Attachment 1. The Executive Director shall administer this DRP. The Executive Director is also authorized to:
 - 1. Make modifications to the Document Record Retention Schedule to ensure that it is in compliance with local, state and federal laws including the appropriate document and record categories for C.O.P.S.

2. Monitor local, state and federal laws affecting record retention.
 3. Annually review the DRP.
 4. Monitor compliance with the DRP.
- B. Files that are to be kept for a designated time period, but are no longer needed in a working area, should be stored in another storage area. The files/documents should be labeled with contents and the dates. These files will be rotated out for destruction as the files/documents become outdated. Files that are to be kept permanently should be organized and contain only the information necessary for archiving and put into a storage box, labeled with the exact contents and dates and taken to a storage area.
- C. Files/documents containing confidential information no longer required or are not considered “final” for the project being worked on should be collected regularly and should be shredded/destroyed. This would include drafts of letters that contain survivor contact information or financial information.
- D. C.O.P.S. official archived files/documents or files/documents initiated/generated and filed/maintained by National Office personnel and National Board members cannot be destroyed until approved by the appropriate authority. The official files/documents proposed to be destroyed are to be identified/reported/presented to the appropriate authority who will determine if it is proper to destroy the record(s)/file(s) presented and he/she will approve or disapprove the destruction and the method of destruction of the record(s) presented. The DRP Manager will designate the individual(s) who will destroy the record(s)/file(s). If required by the DRP Manager, a Certificate of Files/documents Destruction (Attachment 2 is a sample certificate) will be prepared by the individual who is destroying the files/documents. The Certificate of Destruction will be permanently filed. After the Retention Period, items to be destroyed will be destroyed by shredding. In no circumstances are files/documents to be destroyed merely by discarding in the trash. In addition, destruction must be completed by someone other than the individual authorizing.

15.6.C.O.P.S. NATIONAL OFFICE DRP EMPLOYEE

ACKNOWLEDGEMENT/CERTIFICATION FORM:

Attachment 3 is the C.O.P.S. National Office DRP Employee Acknowledgement/Certification form required to be completed by all employees of the National Office.

SOP 15.0 was voted on by the National Board on January 12, 2019

16.0. CONCERNS OF POLICE SURVIVORS SCHOLARSHIP PROGRAM:

16.1.SCOPE:

This Standard Operating Procedure (SOP) establishes guidelines for the Concerns of Police Survivors (C.O.P.S.) Scholarship Program.

16.2.OBJECTIVE:

To provide guidelines for submitting a scholarship application by a survivor and the processing of the application by the National Office.

16.3.COMMITTEE:

- A. The Scholarship Committee, hereinafter referred to as the Committee, shall be comprised of three (3) local community leaders living in the Camdenton, MO area. They shall be knowledgeable about education and the law enforcement profession. They shall not be employed by C.O.P.S. or relatives of C.O.P.S. employees. In addition, they cannot be the applicant, a relative or a friend of an applicant. The Committee shall be recommended by the Executive Director and appointed by the National President with approval from the National Board for a two year term.
- B. Each Committee member is required to sign the C.O.P.S. Confidentiality & Nominee Pledge Information Policy form.
- C. The Committee will be appointed by April 1st for a two year term.
- D. The Committee will meet a minimum of three (3) times per year, normally after each application deadline (April, June, October).
- E. The Committee will operate independently of C.O.P.S., its National Board, its chapters and its committees.
- F. C.O.P.S. may not influence or override the decision of the Committee.
- G. The Committee shall award scholarships on a uniform, non-discriminatory basis.
- H. The relative weight and importance to the criteria will be the Committee's sole discretion, and the Committee will not be required to apply a rigid selection criteria.
- I. All decisions of the Committee are final.
- J. The National Board of C.O.P.S. will determine the amount of funding set aside for scholarships each year in the annual budget and the Committee will be informed of

this amount. The Committee, only with approval of the National Board, will award a scholarship above the determined amount.

16.4.ELIGIBILITY:

- A. Surviving children and surviving spouses of a law enforcement officer who has died in the line-of-duty according to C.O.P.S. criteria shall be eligible provided the survivor is not entitled to a tuition-free education as a state death benefit. If an eligible survivor applies for a state benefit and is denied, the survivor will then become eligible for a C.O.P.S. scholarship. Remarried spouses continue to be eligible for a scholarship.
- B. Survivors who are entitled to a tuition-free education as a state benefit who no longer reside in the state in which the benefit is available will be eligible to apply for a C.O.P.S. scholarship provided the student requesting the scholarship did not relocate to another state just to be eligible for the C.O.P.S. scholarship.
- C. The scholarship shall cover those students enrolled in under-graduate and post-graduate studies at an accredited college or university, or an accredited trade/vocational school.
- D. If a surviving child or spouse should apply for educational assistance before being approved by one of the following organizations as line-of-duty death, the Federal Bureau of Investigation [FBI], Bureau of Justice Assistance's Public Safety Officers' Benefits Program [PSOB], the National Law Enforcement Officers Memorial Fund [NLEOMF], or the Fraternal Order of Police [FOP], according to the Bylaws of Concerns of Police Survivors, the student will be notified via mail that until approved, funds will be withheld. After approval, funds shall be paid to the individual that pays the tuition amount.
- E. There is no age limit for a survivor to apply for a scholarship.

16.5.SCHOLARSHIP AMOUNTS:

- A. Survivors seeking assistance for education shall be limited to \$1,500 per semester, and the total lifetime scholarship award shall not exceed \$12,000.
- B. Financial assistance is based on the amount due to be paid by the student to the institution and the amount of other aid being applied. The number of semester hours does not matter.
- C. No student is guaranteed a scholarship each semester. This is particularly important in cases of a student being on probation (see definition in paragraph 16.9 below) or has not completed a semester.

- D. Scholarships are available as funding allows and at the sole discretion of C.O.P.S.

16.6.DEADLINES:

- A. Survivors applying for the Summer Semester shall have a completed application to the National Office on or before April 1.
- B. Survivors applying for the Fall Semester shall have a completed application to the National Office on or before June 1.
- C. Survivors applying for the Winter/Spring Semester shall have a completed application to the National Office on or before October 1.
- D. A completed application is required for consideration for each semester, and the awarding of a scholarship for any one semester does not guarantee a scholarship for any future semesters.
- E. Late applications shall not be considered.

16.7.PAYMENTS:

- A. Payments shall be made directly to the institution with wording that states any unused amount be returned to C.O.P.S. The scholarship letter from C.O.P.S. to the institution clearly states that if any funds are unused that they be returned to C.O.P.S. The institution determines what funds are not used.
- B. Education assistance may only be used towards tuition and class fees. A class fee includes lab fees, student development fees, technology fees, course fee, or fees required with enrollment charged to students at a school, college, university or other place of learning that is in addition to any matriculation and/or tuition fees. It does not include room and board, insurance, medical expenses, transportation, expenses for sports, hobbies, non-credit courses and textbooks.
- C. Payment to the institution shall be mailed for the Summer Semester on June 1.
- D. Payment to the institution shall be mailed for the Fall Semester on August 15.
- E. Payment to the institution shall be mailed for the Winter/Spring Semester on December 1.
- F. An official institution's tuition invoice/bill for the semester for which the scholarship is provided by C.O.P.S. must be sent to the C.O.P.S. National Office by the scholarship recipient not later than 30 days following the start of the semester for which the scholarship was received.

- G. If a student received a C.O.P.S. scholarship for a semester that consisted of one or more courses and then officially withdraws during the institution's allowed time period or simply drops one or more courses or fails to officially withdraw during the institution's allowed time period, or fails to attend classes for one or more courses, the student must return any funds paid to the institution for the semester that funds were received, if the courses that he/she withdrew/dropped from can be attributed to be the basis for the scholarship funds received. If there are any funds to be returned to C.O.P.S., it will be determined by the coordination between C.O.P.S. and the institution.
- H. An institution's transcript of grade(s) for the semester for which the scholarship is provided to the student must be forwarded to the C.O.P.S. National Office by the scholarship recipient not later than 30 days following the completion of the semester.

16.8. PROCESS:

- A. Notice of availability of these scholarships/grants will be, but not limited to, published on the National C.O.P.S. website and in any other National C.O.P.S. publications. Chapters are also encouraged to disseminate information concerning the C.O.P.S. Scholarship Program.
- B. The National Office shall have application forms (see Attachment 1) available. For a form, contact the National Office or go to the National C.O.P.S. website. All completed applications shall be submitted to the National Office by the deadlines specified in paragraph 16.6 of this SOP. An application is required for each semester that a scholarship is requested.
- C. All applications shall be presented to the Committee.
- D. Once the Scholarship Committee completes the selection process, the Committee will notify the National Office of those selected to receive the educational scholarships.
- E. All applicants will be notified by the National Office 30 days after the application deadline of the final determination.
- F. Information about the scholarship recipients will be published by the National Office.

16.9. DEFINITIONS:

Probation shall be defined as any recipient who, during their C.O.P.S. scholarship semester, withdraws from a class or receives a grade below a C or has submitted applications showing a history of withdrawals and consistent poor academic standing. Applicants who are on probation status will be eligible for C.O.P.S. scholarships,

providing they meet all other eligibility requirements, but will be awarded the financial assistance only AFTER successfully completing the semester for which they are applying. A transcript must be submitted to the C.O.P.S. National Office within three (3) months of the completed semester. A scholarship recipient will be removed from probation status if they receive a grade of C or above for all courses for which they are enrolled during the probationary period.

Approved SOP 16.0 adopted by the National Board July 13, 2017
Amended 16.7(B) by the National Board February 11, 2019

17.0. TRAVEL AND BOARD EXPENSE POLICY

17.1.SCOPE:

- A. This Standard Operating Procedure (SOP) establishes the travel and procurement policy of Concerns of Police Survivors (C.O.P.S.), prescribes procedures for requesting travel, and provides direction for the submission of requests by the National Office Staff, the National Board, etc. for reimbursement for: (1) authorized purchases of supplies, services, and materials; and (2) approved Travel. These policies and procedures are applicable to the C.O.P.S. National Board members, the C.O.P.S. National Office staff, C.O.P.S. volunteers, consultants and contractors.
- B. C.O.P.S. has referred to the U.S. General Services Administration (GSA) regulations as a general guide for reimbursement of travel expenses, but has also included guidelines specific to C.O.P.S. in this policy.
- C. When making decisions on purchases, travel, etc. and being fiscally responsible, choices should be made that are for the good of the C.O.P.S. organization, not the convenience or pleasure of the traveler or purchasing agent.

17.2.DEFINITIONS:

- A. *Incidental Expenses*: When traveling overnight for C.O.P.S. business, travelers are entitled to \$5 per night to cover costs the traveler may incur outside of the costs outlined otherwise in policy.
- B. *Lodging*: Includes expenses for overnight sleeping facilities, room taxes and fees associated with the room, including internet if necessary. It does not include any personal charges to the room, such as room service or in room movies, etc.
- C. *Meals*: Expenses for breakfast, lunch, and dinner. No alcoholic beverages, entertainment expenses, or expenses incurred for other persons are allowable, unless pre-authorized by the Executive Director or the National President.
- D. *Meals and Incidental Expenses (M&IE)*: A fixed allowance for breakfast, lunch, dinner, and incidental expenses while in a travel status.
- E. *Per Diem Allowance*: A daily payment instead of actual expenses for lodging, meals and related incidental expenses.
- F. C.O.P.S. Traveler: A Board member, staff member, consultant or other party traveling at C.O.P.S. expense while conducting official C.O.P.S. business.

17.3.AUTHORIZATION OF TRAVEL:

- A. Mandatory Board Travel does not require travel pre-approval through the National President and does not count against National Board member's individual Board Expense Account. These Board events are pre-designated as National Board meetings, National Police Week, Board Chapter Training, Board Team Building, Hands-On Programs for the Board Member's survivorships and other events as directed by the National President or the Executive Director. To be reimbursed for mandatory travel, Board Members must submit a *Travel Expense Report* form (Attachment 2).
- B. National Board Members also have C.O.P.S. National Events they can opt to travel to without pre-approval of the National President. These optional events are not charged to the Board Member's Individual Expense Account. These events are law enforcement conferences/exhibitions in each Trustee's respective region (when assigned by the National President) and the C.O.P.S. National Conference on Wellness and Trauma. To be reimbursed for one of these optional events, Board Members must submit a *Travel Expense Report* form (Attachment 2).
- C. National Board Members each have a limited Individual Board Expense Account. This account is provided to cover travel expenses when traveling within their region. Each use of this account to travel must be pre-approved by the National President (Attachment 1, *Request for Approval* form) and a signed travel reimbursement form must be submitted to the National Office (Attachment 2, *Travel Expense Report* form) and a *Board Expense Fund Reimbursement* form (Attachment 3). This Board Expense Account is intended to be used to attend chapter meetings or events, attend funerals if needed, starting new chapters, assisting a Chapter with a pressing situation, or to attend a C.O.P.S. National Event in the Trustee's region if it is determined there is a need to attend. To be reimbursed from an individual Board Expense Account, the Board Member must submit a Board Expense Fund Reimbursement form (Attachment 3). See paragraph 17.8 for further reference to the Individual Board Expense Account.
- D. The National President and the Executive Director may travel to national conferences and activities at his/her discretion and shall furnish travel reports to the National Board members.
- E. The National Staff members must be pre-authorized for all travel by the C.O.P.S. Executive Director or the Director of Operations.
- F. There is no travel agent used by the C.O.P.S. National Board and National Office staff. Each traveler is responsible to prepare his/her own travel arrangements that are most efficient and economical to the C.O.P.S. organization. A National Board member may receive reimbursement on approved transportation before the trip is taken by submitting a Travel Expense Report form to the National Office with accompanying receipts. If the traveler receives reimbursement from the airline after being reimbursed the original expense by the National Office, the traveler

must send the overage to the National Office or must apply the credit received towards another C.O.P.S. trip.

- G. Travel per diem will be advanced, if requested on approved travel, in an amount not to exceed 75% of the estimated travel expense. If the trip is canceled or the actual expenses do not reach the estimated costs, the Board/Staff member will be required to reimburse C.O.P.S.

17.4. TRANSPORTATION:

- A. When traveling on official C.O.P.S. business, Board members and C.O.P.S. Staff members shall conduct research into the least expensive method to travel to their destination. Time spent traveling and the availability of taxis should also be considered in the decision. If the traveler does not choose the least expensive method of transportation, they must get their travel choice authorized by the C.O.P.S. National President or the Executive Director.
- B. Modes of Transportation:
 - 1. Privately Owned Vehicle (POV): A POV may be authorized for C.O.P.S. official travel, and mileage will be reimbursed at the rate determined by the U.S. General Services Administration (GSA). Reimbursement is also allowed for parking fees and toll fees. Mileage shall begin and end at either the traveler's home or office.
 - 2. Rental vehicle: A rental car may be authorized for C.O.P.S. official travel. This is sometimes less expensive than driving a POV when mileage is considered. This can also be desirable if there are a lot of supplies that may have to be shipped if the traveler chooses POV or air travel. A traveler must first obtain authorization from either the National President or the Executive Director prior to renting a vehicle. C.O.P.S. recommends travelers ensure his/her private insurance company will insure the rental vehicle prior to renting.
 - 3. Air Travel: Air travel may be used when it is not cost or time effective to travel via POV or rental vehicle. When booking flights, travelers shall use the following guidelines:
 - a. C.O.P.S. will be responsible for paying the lowest fare possible for a trip. Should a traveler prefer to use another airline or accept a higher fare, the additional charges will be the responsibility of the traveler.
 - b. Penalty fees for ticket changes made for personal reasons are the responsibility of the traveler.
 - c. If a traveler misses his/her flight, based on something within the traveler's control, the traveler will be responsible for the difference in cost for the new flight. This will be determined by the National President or the Executive Director.
 - d. If a C.O.P.S. event is canceled or a flight is missed due to something outside of the control of the traveler, C.O.P.S. will be responsible for the

- associated costs of the flight, but will also retain control of any airline credit to be used for another flight.
- e. If a traveler chooses to take an indirect route or have travel interrupted by personal business, reimbursement is limited to that which would have been paid for uninterrupted travel.
 - f. C.O.P.S. will cover the costs of two checked bags per flight, unless prior authorization is given for more checked bags by the C.O.P.S. National President or the Executive Director.

17.5. MISCELLANEOUS EXPENSES:

- A. There are other Miscellaneous Expenses allowable while on authorized travel. The following can be submitted for reimbursement:
 - 1. Tips for handling baggage, C.O.P.S. property, taxis or other transportation costs will be reimbursable up to \$10 per trip. If a tip is \$10 or less, no receipt is required. Tips for meal service are included in the per diem rate.
 - 2. Internet fees, if internet is required and is not free.
 - 3. Business costs, such as printing.
 - 4. Room rentals for business purposes, other than lodging.
 - 5. Baggage costs from airlines or storage costs at a hotel/conference center.
 - 6. Other expenses made necessary by the travel status, as approved by the National President or the Executive Director.
- B. Receipts are required to be submitted with a claim for reimbursement for miscellaneous expenses. If a receipt is not available, lost or damaged, there must be an explanation as to why there is no receipt with the reimbursement claim. C.O.P.S. may refuse to reimburse a claim without a receipt.
- C. Receipts must be dated/received within 30 days from the completion of travel, 60 days from the time of the purchase to be considered.
- D. Alcohol is not considered a reimbursable expense for C.O.P.S. Exceptions to this must be pre-approved by the National President or the Executive Director.

17.6. PER DIEM:

- A. C.O.P.S. uses per diem rates as determined by GSA at: **gsa.gov**. C.O.P.S. adjusted rates are changed each year on April 1st, using the GSA rates that were set the previous October 1st on the website.
- B. Using per diem rates is preferred over submitting receipts for meals while traveling.

- C. Travelers may submit a request for \$5 for incidentals each day only on the days in which require overnight lodging.
- D. When making lodging arrangements, travelers are encouraged to find hotels that fall within the per diem rates for that part of the country. Travelers should submit receipts for lodging with the *Travel Expense Report* form (Attachment 2)
- E. If a meal or lodging is provided at a C.O.P.S. event or by an outside source during travel, those meals/lodging nights should be noted and deducted from the request for per diem for that day.
- F. Per diem is only authorized when the traveler is traveling more than 50 miles from his/her home or office.
- G. Entitlement to per diem begins when the traveler leaves his/her home or office and returns when he/she returns to his/her office or home.
- H. If there are multiple travelers for C.O.P.S. going to the same event, those of the same sex will be assumed to share a room. If a Board Member opts to keep a private room, they will be personally responsible for one half of the costs of the room.
- I. When a C.O.P.S. traveler elects to stay with personal friends or family, the traveler may only be reimbursed the actual out of pocket expenses incurred by the hosts.
- J. If a C.O.P.S. traveler is unable to arrive by 9:00 PM on the day before the event starting the next morning, the traveler will be allowed to come in a day earlier.
- K. Tips for meals are included in the per diem rates for meals and expenses and shall not be submitted separately.

17.7. CLAIMS FOR REIMBURSEMENT:

- A. Requests for reimbursement must be submitted to the National Office within 30 days from the day the travel is completed.
- B. Receipts are required for each expense claimed other than per diem, mileage, and miscellaneous tips. Receipts must be dated within 60 days of their arrival at the C.O.P.S. National Office for consideration.
- C. For travel and travel-related claims, the claim must be submitted using the appropriate form(s) found on the Attachment(s) to this SOP. Additionally, travelers may be requested to attach an activity report describing business handled, contacts made, etc.
- D. For non-travel related claims, you must submit a *Travel Expense Report* form (Attachment 2) and attach receipts for any purchase(s). An approval by the

National President (Attachment 1) prior to the expenditure for the expense must be provided at the time of the claim for reimbursement.

- E. Reimbursement checks will be issued within two weeks of receipt in the National Office provided that all documentation is acceptable. Incomplete documentation will delay, reduce, or negate the reimbursement.

17.8.C.O.P.S. NATIONAL BOARD INDIVIDUAL BUDGET:

- A. The purpose of the National Board Individual budget account is to reimburse expenses incurred at the local, state, and regional level by members of the National Board as they perform the Duties of the Officers as described in Article VII of the Bylaws of Concerns of Police Survivors, Inc. This budget amount is contained in the C.O.P.S. budget request submitted by the Executive Director and must be approved by the National Board.
- B. National Board members can be reimbursed for reasonable business expenses needed to fulfill his/her duties as a National Board member. The National Board Individual Budget Account is used to meet the expenses of local C.O.P.S. business travel within the officer's region, expenses of lodging and meals associated with such business travel, committee work for the National Board and the expenses of running an office out of the home including telephone expenses, postage, office supplies, fax and copy service.
- C. Unless approved by the National Board, an amount not to exceed \$2,500 per year can be reimbursed to each Region Trustee, the Immediate Past President, and the National Chapter Liaison for travel and other expenses.
- D. Unless approved by the National Board, an amount not to exceed \$5,000 per year can be reimbursed to the National President for travel and other expenses.
- E. Unless approved by the National Board, the Past Presidents of C.O.P.S. as ex-officio members of the National Board, can be reimbursed an amount not to exceed \$500 per year in the aggregate, with no one Past President receiving reimbursement greater than \$100 per year for travel and other expenses. Reimbursements for Past Presidents shall be limited to actual charges incurred in the performance of committee work for the National Board.
- F. Travel expenses reimbursed by the National Board Individual Budget Account must meet the guidelines established by this SOP.
- G. Purchases of items over \$100 shall have prior approval of the National President to be considered for reimbursement and must be accompanied by written authorization for the purchase prior to the actual purchase.
- H. Items purchased over \$100 will remain the property of National C.O.P.S.

- I. When a National Board member who has possession of C.O.P.S. property is no longer a National Board member, within thirty days, the property will be:
 - 1. Sent to the National Office; or
 - 2. Sent to the new National Board member serving in the same capacity; or
 - 3. Purchased by the departing National Board member at the following rate:
 - a. Within 1 year of purchase, 100% of the purchase price
 - b. Within 2 years of the purchase, 75% of the purchase price
 - c. Within 3 years of the purchase, 50% of the purchase price
 - d. After 3 years of purchase, 25% of purchase price
- J. Other items for reimbursement must have the prior written approval of the National President.
- K. The National Office staff has the responsibility of reporting to the National President any questionable charges of the National Board budget for clarification of direction.
- L. Should there be a need to fill a vacancy on the National Board, the appointee to the appointed position shall inherit the National Board budget balance from the officer who vacated the position.
- M. The allocated budget amount for the National Board members is effective on the date of election of the National Board each year.

17.9. TRAVEL REQUEST FORMS:

SEE THE ATTACHMENT FOR SAMPLE FORMS AND GUIDANCE FOR COMPLETION OF THE FORMS

Approved SOP 17.0 adopted by the National Board November 1, 2017

This SOP 17.0 TRAVEL AND BOARD EXPENSE POLICY of CONCERNS OF POLICE SURVIVORS, INC. replaces and supersedes TRAVEL POLICY of CONCERNS OF POLICE SURVIVORS, INC., Adopted by the National Board, February 28, 1994 and all subsequent revisions, the C.O.P.S. BOARD EXPENSE FUND PROCEDURE, Approved July 12, 1996, and all previous documents pertaining to the C.O.P.S. Travel Policy, the National Board Expense Fund, and the National Board budget.

18.0. CONCERNS OF POLICE SURVIVORS (C.O.P.S.) PROCUREMENT POLICY

18.1.SCOPE:

This Standard Operating Procedure (SOP) is to support and enhance the mission of C.O.P.S. in a financially responsible manner. It establishes sound purchasing policies and procedures based upon laws, regulations and high ethical standards in order to promote confidence and trust in this non-profit organization.

18.2.OBJECTIVE:

This SOP sets forth the purchasing policy of the National Office of Concerns of Police Survivors as adopted by the National Board. This SOP is not intended to address every issue, exception or contingency that may arise in the course of purchasing activities, but rather prescribes basic standards to be applied in all situations. The National Office of C.O.P.S. will comply with the Code of Federal Regulations (CFR), specifically 2 C.F.R§200.326. Additionally, the basic standard that should always prevail is the exercise of good judgement in the use and stewardship of our resources.

18.3.TAX EXEMPT STATUS:

- A. C.O.P.S. is a 501(c)(3) non-profit organization created by Charter by the State of Maryland in 1984. National C.O.P.S. is exempt from Missouri Sales Tax, Use Tax, Retailer's occupation Tax, Service Occupation Tax (both state and local), and Service Use Tax in the State of Missouri.
- B. National C.O.P.S. tax exempt status is to be used exclusively to make purchases for use by the C.O.P.S. National Office and is not for personal use by other individuals, employees, staff, or Board members. Any purchase must be C.O.P.S. related and paid for through C.O.P.S. funds.

18.4.FULL AND OPEN COMPETITION:

All procurement transactions must be conducted in a manner that provides for full and open competition, consistent with procurement standards. In addition:

- A. Contractors that develop draft statements of work, requirements, specifications, or invitations for bids or requests for proposals must be excluded from competing for those procurements.
- B. No unreasonable requirements can be made in order to qualify for competition.
- C. No unreasonable requirements can be made requiring unnecessary experience or excessive bonding.

- D. Engaging in noncompetitive practices between firms and noncompetitive contracts with consultants on retainer is prohibited.
- E. Specifying "brand name" products without a provision for an equivalent product is prohibited.
- F. Arbitrary actions in the procurement process are prohibited.

18.5. TYPES OF PURCHASES:

A. Micro Purchases:

- 1. those supplies or services where the aggregate dollar amount of which does not exceed the threshold of \$3,500
- 2. may be awarded without soliciting competitive quotations if the purchaser considers the price to be reasonable
- 3. to the extent practicable, should be distributed equitably among qualified suppliers
- 4. in excess of \$100 must be pre-approved by a C.O.P.S. Supervisor

B. Small Purchases:

- 1. those services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold of \$150,000
- 2. when the purchase is anticipated to exceed the micro-purchase threshold of \$3,500, at least three (3) vendors should be solicited for price, availability, delivery, etc
- 3. quotes can be obtained by telephone, electronically, or for more complex purchases written quotes shall be obtained
- 4. the purchase is awarded to the vendor quoting the lowest price, including consideration of all other factors
- 5. supporting documentation must be maintained with the record of the purchase
- 6. all Small Purchases in excess of \$3,500 must be approved by the Executive Director or the Director of Operations

C. Sealed bids or competitive proposals are required for any purchase over the threshold of \$150,000:

- 1. this is a formal process in which formal solicitation is required
- 2. the contract shall be awarded to the bidder of the proposal in which all the prescribed work will be done at the lowest price
- 3. A price and cost analysis shall be completed prior to the receiving of bids or proposals to insure the total price/cost of the contract is fair and reasonable

4. the Executive Director or National Board can choose to require formal bids or proposals on important projects that do not reach the \$150,000 threshold
- D. Non-Competitive Proposals (Sole Source Contracting) can be used ONLY in these specific circumstances:
1. the item or service is only available from a single source
 2. there is an emergency for the requirement that will not allow the delay for a competitive solicitation
 3. a granting agency expressly authorizes non-competitive proposals in response to a written request
 4. after solicitation from a number of sources, competition is determined inadequate
 5. prior approval is required for all proposed sole source contracts over the \$150,000. If the project is grant funded, the grant agency must approve the contract. If the project is not grant funded, the National Board must authorize the sole source contract
 6. if the purchase is justified as sole source, a Justification for Non-Competitive Procurement form (Attachment 1) must be completed and included in the documentation of the purchase.

18.6.C.O.P.S. CREDIT CARD PURCHASES:

- A. Business credit cards may be issued and used by full time employees for C.O.P.S. business only.
- B. The purchasing rules set forth in 18.5 A and 18.5 B must still be followed.
- C. Strict monthly credit limits shall be set by the Financial Manager and approved by the Executive Director.
- D. The monthly credit card statement shall be reviewed and approved each month by the Financial Division and the Executive Director.
- E. Credit cards shall only be used with the prior approval of a C.O.P.S. Supervisor.

18.7.PETTY CASH:

- A. The Financial Manager is authorized to maintain a locked petty cash drawer to accommodate small dollar requirements.
- B. Only the Financial Division, Director of Operations, and Executive Director shall be given access to the locked petty cash drawer.

- C. Any change in designated personnel shall require a change to the lock of the petty cash drawer.
- D. Cash advances may be made and reconciled with a paid invoice at the completion of the purchase.
- E. The purchasing rules set forth in 18.5 A and 18.5 B must still be followed.
- F. An audit of the fund shall be conducted every six (6) months by the Director of Operations and an annual audit of the fund will be conducted by an "outside" auditor.
- G. Reconciliation of all purchases to the invoices from petty cash monthly.

18.8. SPLITTING OF PURCHASES:

- A. No purchases can be intentionally split to circumvent the dollar threshold limitations.
- B. As part of the audit process, auditors will be requested to review financial records for evidence of purchase splitting.

18.9. DOCUMENTATION/RECORDS RETENTION:

- A. All purchases using C.O.P.S. funds shall be documented by a receipt or formal documentation of the purchase process.
- B. Meals while in travel, per diem status, do not require a receipt.
- C. In the event a receipt is lost, every effort shall be made to obtain a replacement receipt or other evidence of the purchase.
- D. Every lost receipt must be reported to the C.O.P.S. Executive Director and/or Director of Operations to authorize payment or reimbursement.
- E. The Executive Director and/or Director of Operations can refuse reimbursement when a receipt is lost.
- F. Records of a procurement in sufficient detail will be kept for a period of 7 years.

18.10. PROCUREMENT CODE OF CONDUCT:

- A. No staff member or Board member of C.O.P.S. shall participate in selection, award, or administration of a contract if a conflict of interest, real or apparent, would be involved.
- B. A conflict is apparent when:
 - 1. the staff member or Board member, or
 - 2. any member of his/her immediate family, or
 - 3. his/her partner, or
 - 4. any organization which employs, or is about to employ, has a financial or other interest in or receives or stands to receive a tangible personal benefit from a firm being considered as a vendor for or a contractor with C.O.P.S.
- C. C.O.P.S. staff members and Board members are prohibited from accepting gifts, favors, gratuities, or anything of monetary value from contractors or vendors. Unsolicited gifts of non-substantial value can be accepted with due diligence always being paid to the appearance of a conflict of interest.
- D. For additional conflict of interest information, see C.O.P.S. National SOP 10.0 Conflict of Interest Policy.

Approved SOP 18.0 adopted by the National Board November 1, 2017

Approved changes to SOP 18.6 & 18.7 by the National Board March 20, 2018

19.0. ACCOUNTING POLICIES AND PROCEDURES OF C.O.P.S., INC

19.1.SCOPE:

- A. The purpose of this Standard Operating Procedure (SOP) is to describe all accounting policies and procedures currently in use at Concerns of Police Survivors (C.O.P.S.) and to ensure that the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of grantors and donors are complied with; and finances are managed with accuracy, efficiency, and transparency.
- B. All C.O.P.S. National Office staff with a role in the management of fiscal and accounting operations are expected to comply with the policies and procedures in this SOP.
- C. These policies will be reviewed annually and revised as needed by the staff and approved by the Executive Director and the National Board.

19.2. DIVISION OF RESPONSIBILITIES:

The following is a list of who has fiscal and accounting responsibilities:

A. National Board:

- 1. Reviews and approves the annual budget
- 2. Reviews annual and quarterly financial statements and information
- 3. Reviews Executive Director's performance annually and establishes the salary
- 4. Ensures that a yearly audit of the financial records of C.O.P.S. is conducted by a Certified Public Accountant (CPA)

B. Executive Director:

- 1. Reviews and approves all financial reports including cash flow projections
- 2. Sees that an appropriate budget is developed annually
- 3. Approves all program expenditures
- 4. Reviews and signs all issued checks and/or approves check signing procedures
- 5. Reviews, approves and signs all contracts and/or approves those signed by the Director of Operations
- 6. Reviews and approves all Federal Grant submissions
- 7. Approves inter-account bank transfers
- 8. Is one of four on-site signatories for all bank accounts
- 9. Initiates the actions necessary to have an independent accounting firm that is CPA qualified to conduct an annual audit and files appropriate federal and state tax returns
- 10. Oversees the adherence to all internal controls

C. Director of Operations:

1. Reviews and signs all issued checks and/or approves check signing procedures if the Executive Director is unavailable
2. Reviews, approves and signs all contracts if the Executive Director is unavailable
3. Is one of four on-site signatories for all bank accounts
4. Audits petty cash every six (6) months

D. Financial Division:

1. Approves all program expenditures
2. Monitors program budgets
3. Reviews all payrolls
4. Reviews and manages cash flow
5. Reviews and approves all reimbursements and fund requests
6. Processes all inter-account bank transfers
7. Assists Executive Director with the development of annual and program budgets
8. Reviews all incoming and outgoing invoices
9. Manages the petty cash fund
10. Receives all incoming accounting department mail
11. Monitors and manages all expenses to ensure most effective use of assets
12. Monitors grant reporting and appropriate release of temporarily restricted funds
13. Oversees expense allocations
14. Monitors and makes recommendations for asset retirement and replacement
15. Reviews, revises, and maintains internal accounting controls and procedures
16. Reviews all financial reports
17. Overall responsibility of data entry into accounting system and integrity of accounting system data
18. Processes invoices and prepares checks for signature
19. Makes bank deposits
20. Processes payroll
21. Maintains *General Ledger*
22. Prepares monthly and year-end financial reports
23. Reconciles all bank accounts
24. Mails vendor checks
25. Manages Accounts Receivable and Accounts Payable

19.3. CHART OF ACCOUNTS AND GENERAL LEDGER:

- A. C.O.P.S. has designated a *Chart of Accounts* specific to its operational needs and the needs of its financial statements. The Chart of Accounts is structured so that financial statements can be shown by natural classification (expense type) as well

as by job classification (program vs. fundraising vs. administration). The Financial Manager is responsible for maintaining the *Chart of Accounts* and revising as necessary.

- B. The *General Ledger* is automated and maintained using the accounting software. All input and balancing is the responsibility of the Financial Division, but is the ultimate responsibility of the Financial Manager.
- C. The Financial Manager should review the *General Ledger* on a periodic basis for any annual transactions.

19.4. CASH RECEIPTS:

A. Cash receipts generally arise from:

- 1. Federal Grants
- 2. Direct donor contributions
- 3. Fundraising activities

B. The principal steps in the cash receipts process are:

- 1. The Receptionist receives incoming mail, opens, date stamps, and distributes the mail. Checks are given to the Development Office. The Development Office enters all checks into the data base, stamps all checks "for deposit only," and keeps a copy of each check. The checks are kept in a locked cabinet until handed to the Financial Division for review before processing and deposit.
- 2. Weekly (or more often if necessary), the Development Office submits the endorsed checks along with the account designation to the Financial Division for processing. The Financial Manager reviews the account designations, makes copies of the checks, prepares an internal deposit ticket and enters the detail into the accounting system. The Financial Manager then passes the deposit and checks to the Accountant to deliver to the bank for deposit. A copy of the deposit slip is attached to the internal deposit ticket and sent to the Executive Director for review and approval. Once approved, the internal deposit tickets and receipts are filed.
- 3. All cash received will be counted and verified by two different staff members. The cash will immediately be posted using the appropriate allocation. The cash will be kept in a locked, secure location and deposited within 24 business hours, if not entered into petty cash. For cash entered into petty cash, it will be assigned a receipt number and dual counted by the employee submitting it and the Financial Manager (or Accountant if the Financial Manager is not available). Petty cash will be reconciled monthly.
- 4. Federal Grant funds are only received through electronic draw down by the Financial Manager through the DOJ/BJA grant process. Federal Grant funds are NEVER co-mingled with any other monies. Funds are deposited and

expenditures paid out of an account that is exclusively used for grant-related activity. These funds must be accounted for as the grant budget details. Electronic reporting to the DOJ/BJA of the expended funds is required on a quarterly basis and done by the Financial Manager.

19.5.INTER-ACCOUNT BANK TRANSFERS:

The Financial Division monitors the balances in the bank accounts to determine when there is a shortage or excess in the checking account. The Financial Division recommends to the Executive Director when an amount of funds greater than \$50,000.00 or an out of the ordinary transfer of funds is required. The Financial Division is directed in writing when to make a transfer and in what amount.

19.6.CASH DISBURSEMENTS AND EXPENSE ALLOCATIONS:

A. Cash disbursements are generally made for:

1. Payments to vendors for goods and services
2. Staff training and development
3. Meeting expenses
4. Employee reimbursements
5. Marketing /promotional materials

B. Checks are processed daily.

C. Requests for cash disbursements are submitted to Accounting in two ways:

1. Original invoice
2. Employee expense report or reimbursement request

D. Every employee reimbursement or purchase request must be documented on the approved form with travel authorization, receipts, nature of business, program allocation, and funding source (if applicable) before approving for reimbursement as follows:

1. Lodging -- an itemized receipt from the hotel detailing all charges, the person(s) for whom the lodging was provided, and the specific business purpose.
2. Meals and Entertainment -- a per diem rate is used for food, beverage, and gratuities, including the names of every person for whom food or beverage was provided, and the specific business purpose.
3. Other Expenditures -- a receipt from the vendor detailing all goods or services purchased (including the class of service for transportation) and the specific business purpose.

E. The Financial Manager reviews all requests for payment and:

1. Verifies expenditure and amount
2. Approves for payment if in accordance with budget
3. Provides or verifies appropriate allocation information
4. Gives the verified invoices and expense reports to the Accountant to print checks according to the allocation
5. In the Accountant's absence, the Financial Manager can assume the Accountant's duties, with the approval of the Executive Director or Director of Operations.

F. The Accountant:

1. Prints checks according to allocation from the appropriate account
2. Submits checks, with attached backup documentation, to two of the following: Executive Director, Financial Manager or Director of Operations for approval and signature
3. Attaches pay stub to the paid invoice
4. Mails checks and appropriate backup documentation
5. Files all backup documentation in the appropriate file
6. In the Financial Manager's absence, the Accountant can assume the Financial Manager's duties, with the approval of the Executive Director or Director of Operations

- G. Expense allocations --** expenses that benefit more than one cost center (administration, fundraising, and program) are spread across centers using a shared cost method. Under this method, the number of full-time equivalents (FTEs) within a department are divided by the total number of FTEs at the organization to determine the percentage of shared costs they should bear. This is done on an annual basis by the Financial Division.

19.7. CREDIT CARD POLICY AND CHARGES:

- A.** All staff members who are authorized to carry an organization credit card will be held personally responsible in the event that any charge is deemed personal or unauthorized. Unauthorized use of the credit card includes: personal expenditures of any kind; expenditures which have not been properly authorized; meals, entertainment, gifts, or other expenditures which are prohibited by budgets, laws, and regulations, and the entities from which C.O.P.S. receives funds.
- B.** The receipts for all credit card charges will be given to the Financial Division within one (1) week of the purchase along with proper documentation. The Financial Division will verify all credit card charges with the monthly statements. A copy of all charges will be attached to the monthly credit card statement when submitted to the Executive Director for approval and signature.

- C. The Executive Director's credit card usage will be provided to the National Board upon request.

19.8. ACCRUALS:

- A. To ensure a timely close of the General Ledger, C.O.P.S. may book accrual entries. Some accruals will be made as recurring entries.
- B. Accruals to consider:
 - 1. Monthly interest earned on money market accounts, certificates of deposits, etc.
 - 2. Recurring expenses, including employee vacation accrual, prepaid corporate insurance, depreciation, etc.

19.9. BANK ACCOUNT RECONCILIATIONS:

- A. All bank statements received through the online banking systems are printed by the Financial Division.
- B. The Financial Division:
 - 1. Reconciles each account as follows: a comparison of dates and amounts of deposits as shown in the accounting system and on the statement, a comparison of inter-account transfers, an investigation of any rejected items, a comparison of cleared checks with the accounting record including amount, payee, and sequential check numbers
 - 2. Verifies that voided checks, if returned, are appropriately defaced and filed
 - 3. Investigates any checks that are outstanding over six months
 - 4. Will attach the completed bank reconciliation to the applicable bank statement, along with all documentation
- C. The reconciliation report, and associated bank statement, will be reviewed, approved, dated, and initialed by the Executive Director and Financial Manager.

19.10. PETTY CASH FUND:

- A. Petty cash funds are maintained by the Financial Manager. The funds are to be used for miscellaneous or unexpected purchases and the same approval procedures apply as mentioned in the cash disbursement section.
- B. The petty cash fund should not exceed seven hundred dollars (\$700) and is kept in a locked file cabinet at all times.
- C. The Financial Manager oversees the petty cash fund.

- D. All disbursements made from petty cash are acknowledged by a petty cash voucher ticket, signed by the employee receiving the funds and the Financial Manager (or Accountant if the Financial Manager is not available).
- E. All money returned to the petty cash fund is counted and verified by the Financial Manager (or Accountant) and employee returning the funds. Receipts for items purchased with petty cash must be included with the return and should include appropriate account allocations as well as supervisor approval.
- F. The Financial Manager and Accountant will reconcile the petty cash fund monthly.
- G. No checks will be cashed by the petty cash fund.

19.11. PROPERTY AND EQUIPMENT:

- A. Property and equipment includes items such as:
 - 1. Office Furniture and Equipment
 - 2. Computer Hardware
 - 3. Computer Software
 - 4. Leasehold Improvements
 - 5. Buildings
- B. It is the organization's policy to capitalize all items which have a unit cost greater than two thousand five hundred dollars (\$2,500) with an estimated life in excess of one year. Items purchased with a value or cost less than two thousand five hundred dollars (\$2,500) will be expensed in the period purchased.
- C. The depreciation period for capitalized assets is as follows:

Computer Hardware	36 months
Office Equipment	60 months
Office Furniture	60 months
Computer Software	36 months
Leasehold Improvements	Length of lease
Buildings	39 years
- D. Depreciation is recorded at least annually. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets. Any impaired assets discovered during the inventory will be written down to their actual value.
- E. A Fixed Asset Log is maintained by the Financial Division including date of purchase, asset description, purchase/donation information, cost/fair market value, donor/funding source, identification number, life of asset. The Fixed Asset Log will be reviewed by the Financial Division and the IT Specialist.

- F. Annually, a physical inspection and inventory will be taken of all fixed assets and reconciled to the general ledger balances.
- G. The Financial Division shall be informed in writing of any change in status or condition of any property or equipment.

19.12. PERSONNEL RECORDS:

- A. All personnel files contain the following documents: an application and/or résumé, date of employment, position and pay rate, authorization of payroll deductions, Form IRS W-4 (Employee's Withholding Allowance Certificate), termination data where applicable, a signed confidentiality agreement, a signed acknowledgement of receipt of Employee Handbook, an emergency contact form, and other forms as deemed appropriate by the Director of Operations.
- B. All employees will fill out an USCIS Form I-9 and submit the allowable forms of identification to the Director of Operations.
- C. The completed USCIS Form I-9 will be kept in a secure location separate from the personnel files.
- D. All personnel files are to be kept in a secure, locked file cabinet by the Director of Operations and accessed only by authorized personnel.

19.13. PAYROLL PROCESSING:

- A. Timesheets are to be prepared by all staff on the approved form and submitted bi-weekly. They are to be kept on a daily basis and completed in ink – unless prepared electronically.
- B. Any corrections to timesheets are to be made by making a single line through the error and writing in the correction. Correction fluid and/or tape are not allowable.
- C. Timesheets are to be signed and dated by the employee and the employee's supervisor for submission to the Financial Division.
- D. Any changes to the standing information of the payroll register from the prior period including addition of new employees, deletion of employees, or changes in base pay rate must be accompanied by an Employment Information Form and signed by the Executive Director and submitted to the payroll company by the Director of Operations before the change can be made.
- E. The Financial Division will process payroll in a timely manner and record vacation time, holiday hours, sick time, and any other information deemed necessary to properly reflect time worked.

- F. Employees must choose direct deposit to a designated bank account. Their paycheck is deposited directly into the designated account on the payroll date. The employee will receive a verification stub.
- G. The Financial Division will review payroll expenditures and allocations bi-weekly.
- H. All quarterly federal and state payroll reports are prepared and filed appropriately by the payroll company.
- I. All Form IRS W-2 statements are issued to employees prior to January 31st of the following year by the payroll company.

19.14. END OF MONTH AND FISCAL YEAR-END CLOSE:

- A. The Financial Manager will review, sign and file all monthly and year-end journal entries.
- B. At the end of each month and fiscal year end, the Financial Manager will review all balance sheet accounts including verification of the following balances: cash accounts match the bank reconciliations, fixed assets accounts reflect all purchases, write-downs and retirements, accounts receivable and payable accounts match outstanding amounts due and owed.
- C. The income and expense accounts review will include reconciliation to amounts received and expended and verification that payroll expenses match the payroll reports, including federal and state payroll tax filings.
- D. Once the final month and fiscal year-end financial statements are run, reviewed, and approved by the Financial Manager and Executive Director, no additional entries or adjustments will be allowed for that month or year's ledgers.
- E. At the end of the fiscal year, the outside CPA will prepare the annual Return of Organization Exempt From Income Tax (Form IRS-990). The return will be presented to the Executive Director, the Audit Committee, and the National Board for their review and approval. The Financial Manager will then file the return with the Internal Revenue Service by the annual deadline.
- F. All other appropriate government filings, including those required by the state tax board and Attorney General's office, will be completed and filed with the appropriate agency.

19.15. FINANCIAL REPORTS:

- A. The Financial Manager will prepare quarterly and annual financial reports for distribution. The reports will include: balance sheets, statement of income and expenses, statement of cash flows.

- B. Quarterly and annual financial reports will be submitted to the National Board for review and approval.

19.16. FISCAL POLICY STATEMENTS:

- A. All cash accounts (except petty cash) owned by C.O.P.S. will be held in financial institutions which are insured by the FDIC.
- B. All capital expenditures which exceed two thousand five hundred dollars (\$2,500) will be capitalized.
- C. Employee or public personal checks will not be cashed through the petty cash fund.
- D. No salary advances will be made under any circumstances.
- E. Travel cash advances will be made under special conditions and pre-approved by the Executive Director and then only at 75% of the anticipated cost.
- F. Reimbursements will be paid upon complete expense reporting and approval using the official C.O.P.S. form.
- G. The Executive Director, The Director of Operations, the Financial Manager and the Accountant are the signatories on C.O.P.S. bank accounts. All disbursements require two authorized signatures, one being the Executive Director, if available, or the Director of Operations.
- H. Bank statements will be reconciled monthly.
- I. Correction fluid and/or tape will never be used in preparing timesheets or any accounting documents.
- J. Accounting and payroll records will be kept in locked file cabinets in the finance office and only parties with financial and/or human resources responsibility will have access to the keys.

Approved SOP 19.0 adopted by the National Board on April 4, 2018.

20.0. INCOMPLETE AT THIS TIME – FEBRUARY 25, 2019

21.0. HOW AN SOP OR A BYLAWS ARTICLE IS ADOPTED OR AMENDED

21.1.SCOPE AND OBJECTIVE:

- A. This Standard Operating Procedure (SOP) establishes guidelines and policy for preparing or amending a National SOP, National Bylaws Article(s), Chapter SOP and/or Chapter Bylaws Article(s).
- B. Hereinafter, all references to the Bylaws Committee, the Bylaws Committee Chair or the Board infers the National Bylaws Committee, the National Bylaws Committee Chair or the National Board, unless otherwise noted.

21.2.THE PROCESS (NATIONAL BYLAWS AND NATIONAL SOPS):

- A. Step 1: A requirement for a new or amended National SOP or an Article of the National Bylaws is identified by an individual, group or chapter.
- B. Step 2: The requirement must be in written form and in proposed language and format appropriate for preparing a Bylaws Article or SOP and is passed from:
 - 1. A National Board member to the Bylaws Committee Chair, or
 - 2. An individual, group or chapter to the National Chapter Liaison (NCL) to the Bylaws Committee Chair, or
 - 3. A National Office staff member to the C.O.P.S. Executive Director to the Bylaws Committee Chair.
- C. Step 3: Bylaws Committee Chair reviews the submission, makes preliminary changes if necessary, and forwards to the Bylaws Committee members for review, comments, changes, etc.
- D. Step 4: Bylaws Committee Chair submits the document to the National President for inclusion in the agenda for the National Board meeting, either via conference call or face to face meeting.
- E. Step 5: Bylaws Committee Chair presents the document to the National Board via conference call, email, or face-to-face meeting.
- F. Step 6: The Board reviews, comments, makes changes, approves, disapproves, returns for further action to the Bylaws Committee Chair with instructions as to what needs to happen in order to resubmit to the Board, etc.
- G. Step 7: If approved by the Board, other actions are necessary:
 - 1. If the Article or SOP directly affects chapter operations, the Board will instruct the Bylaws Committee Chair to have the document sent to the chapters for comment via the NCL.

2. If an Article or SOP requires chapter comments, the NCL will forward the document to the chapters with a deadline date for comments to be returned to the NCL or the Bylaws Committee Chair. This action provides the chapter the opportunity to comment on the proposed Article and/or SOP. If no comments are received from a chapter, it will be **assumed** that there is **no objection** to the proposed Article or SOP for the chapter.
 3. Once input is received by the Bylaws Committee Chair from the NCL and the chapters, the comments will be reviewed and considered for incorporation in the proposed Article or SOP. If there is substantive change to the proposed Article or SOP, the comments will be referred again to the Bylaws Committee members for comment. When comments are incorporated in the document, the Article or SOP will be prepared in final draft and sent to the National President for Board review and vote. Any Board comments are considered when the Bylaws Committee Chair prepares the final document for publication.
 4. If no direct affect on chapter operations, the Board can approve the Article or SOP proposal at the Board meeting with any changes directed by the Board if they are necessary.
- H. Step 8: If the Article or SOP receives Board approval, the Article or SOP is checked for format and administrative issues and forwarded to the National Office Executive Assistant for insertion in the Master copy of the Bylaws and National SOPs. In case of changes to the template of the Chapter Bylaws, the NCL will forward changes to each chapter for their incorporation in their respective governing documents.

21.3.CHAPTER SOPS:

- A. In accordance with Chapter Bylaws, Section 3, Article XIII, “The Chapter shall, under no circumstances, have the power or authority to amend or repeal the Articles of Incorporation of the Chapter, the Articles of Affiliation, or the National SOP 3.0. Said power lies solely with the National Board. If the Chapter is requesting a change to the National SOP 3.0, that change shall be proposed to the National Office who shall refer it to the National Bylaws/SOP Committee.”
- B. In accordance with Chapter Bylaws, Section 4, Article XIII, “The Chapter may develop and/or amend their own SOPs. Chapter SOPs shall be developed and approved by the Board and shall be shared with the Chapter membership. At no time will a Chapter SOP be in conflict with a National SOP. At all times, the National SOP shall prevail. A copy of the SOP shall be forwarded to the National Office for filing.” **(NOTE: the Board referred to in this paragraph is the Chapter Board, not the National Board.)**
- C. The Bylaws Committee is available to review and/or assist a chapter in preparing a chapter’s SOP.

21.4.CHAPTER BYLAWS:

- A. Amendments to Chapter Bylaws shall follow the procedures stated in Section 2, Article XIII of the Chapter Bylaws.
- B. There may be an occasion that the National Board will deem it necessary to amend Chapter Bylaws. If that is the case, the procedures outlined in paragraph 2.0 of this SOP shall be followed.

SOP 21.0 Voted on by the National Board on December 12, 2018