



ORIENTATION MANUAL

TABLE OF CONTENTS

- I. Introduction –
 - a. [Welcome Letter](#)
 - b. [Historical and Overview Information: History, Mission, Strategic Plan, Code of ethics, Bylaws](#)
 - i. [Organizational Chart](#)
- II. Boards and Committees
 - a. [Boards](#)
 - i. [Board of Directors](#)
 - 1. [Description of Officer Positions](#)
 - ii. [Regional Representatives Advisory Board \(RRAB\)](#)
 - 1. [Description of Regional Representative Positions](#)
 - iii. [Elder Financial Exploitation Advisory Board](#)
 - b. [Committees](#)
 - i. [Communications](#)
 - ii. [Fundraising](#)
 - iii. [Education](#)
 - 1. [Certification Subcommittee](#)
 - iv. [Membership](#)
 - v. [Operations](#)
 - vi. [Nominating](#)
 - vii. [Public Policy](#)
 - viii. [Research](#)
 - ix. [Committee Chairs](#)
- III. [Resources for Board and Committee Members: Technology and Staff](#)

Greetings,

Thank you for your interest and willingness to become an integral part of NAPSA by joining its Board of Directors. NAPSA, a membership organization, best serves its members and carries out its mission when led by those committed to work on behalf of APS professionals, programs, and the victims of adult and elder abuse whom they serve. As a member of NAPSA's Board, you will be one of those leaders.

This manual is intended to enhance your knowledge of NAPSA, its Board, and its operating procedures, and to provide you with the information you need to be a NAPSA Board Member.

When possible, this manual will provide direct links to the NAPSA website for further information on a specific topic. If you haven't already, you may wish to access the [NAPSA website](#) for other valuable information.

Sincerely,

Board President

Historical and Overview Information

NAPSA was formed in 1989 and incorporated in 1995 as a national non-profit 501 (c) (3) organization, with members in all 50 states. For more information please see [NAPSA's history](#). There are a number of requirements, both legal and programmatic, that need to be in place in order to implement and sustain NAPSA's operation. The requirements include, but are not limited to:

Bylaws: Bylaws are self-imposed rules that define and regulate an organization's actions, including the size and composition of the organization's Board of Directors, the powers and responsibilities of the Board of Directors and the rules for holding meetings. For more information on NAPSA's Bylaws please [click here](#) and scroll to the bottom of the web page.

Code of Ethics: [NAPSA's Code of Ethics](#) for Adult Protective Services (APS) is prefaced by the statement that Adult Protective Services programs and staff promote safety, independence, and quality-of-life for older persons and persons with disabilities who are being mistreated or in danger of being mistreated. The Code goes on to identify the guiding values, principles, and APS practice guidelines.

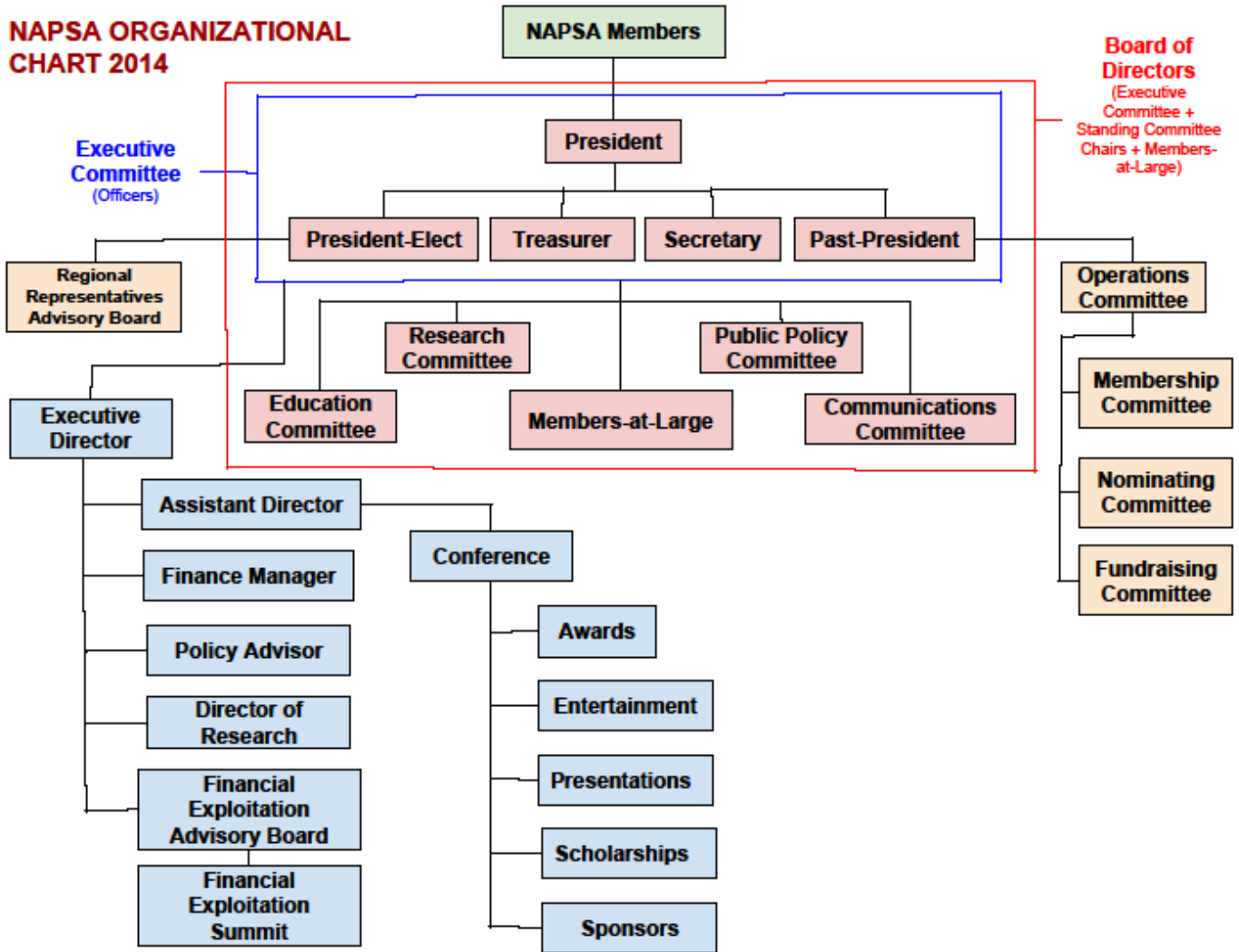
Mission: [NAPSA's Mission Statement](#) communicates its purpose, the reason for its purpose, and identifies the group(s) it serves.

Policies and Procedures Manual: NAPSA's Policies and Procedures (P&P) Manual outlines NAPSA's principles and guidelines and reflects NAPSA's best practices. The P&P Manual operationalizes NAPSA's relevant Bylaws by providing in detail, the step-by-step processes to follow. To view NAPSA's Policies and Procedures (P&P) please [click here](#) and scroll to the bottom of the web page.

Strategic Plan: [NAPSA's Strategic Plan](#) is a document used to communicate its goals and objectives and the actions needed to achieve these goals and objectives. NAPSA has a three-year Strategic Plan in place and reviews it regularly to determine the need to revise and/or update the actions and/or goals and objectives.

Organizational Chart: NAPSA's organizational chart reflects a traditional hierarchical structure with ordered groupings and clear reporting lines.

NAPSA ORGANIZATIONAL CHART 2014



NAPSA committees, boards and workgroups are “working” groups, who primarily complete the major tasks of the group by dividing the work amongst its members.

Boards

All Officers, Board and At-Large Board members are expected to maintain a NAPSA membership, make an annual financial contribution, sign a Conflict of Interest and Confidentiality form and strive to attend all meetings.

NAPSA Board of Directors

The Board of Directors is comprised of the Executive Committee officers, the Standing Committee Chairs (Communication, Education, Operations, Public Policy and Research) and At-Large Members. More information on Board member responsibilities may be found by clicking [here](#) and scrolling to the bottom of the web page to view NAPSA Bylaws, Article IV. It is the role of the NAPSA Board of Directors to manage, supervise, and control the business of NAPSA by:

- Participating in board meetings and responding to board communications;
- Reviewing board materials;
- Casting votes as needed and providing feedback as requested;
- Providing support, guidance, and supervision to the executive director;
- Ensuring effective planning;
- Monitoring and strengthening programs and services; and,
- Ensuring the legal and ethical integrity of the organization.

The Board members also financially support NAPSA by:

- Maintaining a current membership;
- Contributing monetarily on an annual basis;
- Working to ensure that NAPSA has adequate resources; and,
- Protecting NAPSA's assets and providing proper financial oversight.

Board Officers

The following is a brief description of some of the basic expectations and responsibilities involved with the positions of each Board member. For more information please see NAPSA's Bylaws and Policies and Procedures (P&P) by clicking [here](#) and scrolling to the bottom of the web page.

President-Elect

- Assists the President with business affairs of the Board and other projects of NAPSA;
- Chairs the Regional Representatives Advisory Board (RRAB) and serves as the liaison between the RRAB and the Board of Directors;
- Meets monthly with the President, Immediate Past President, and other Past-Presidents to discuss issues and concerns facing the organization, identify needed actions, and suggest plans of action;
- Participates in Strategic Planning activities and committee;
- Serves on the Nominating Committee;
- In the absence of the President, may assume duties and responsibilities of the President;
- Serves a two-year term, after which he/she assumes the duties of the President position; and,
- Meets requirements of all members of the NAPSA Board of Directors as noted above.

President

- Works with the NAPSA Executive Director to oversee NAPSA's business and activities;
- Plans an agenda for each monthly Executive Committee and quarterly Board meeting, and presides at each meeting;
- Meets monthly with the President-Elect, Immediate Past President, and other Past-Presidents to discuss issues and concerns facing the organization, identify needed actions, and suggest plans of action;

- Is a liaison between the Board and the Financial Exploitation Advisory Board (FEAB);
- As time permits, is an Ad Hoc Committee member to all committees;
- Serves on the Nominating Committee;
- Monitors progress on NAPSA's three-year Strategic Plan and advises board members of the Plan's progress. Initiates new cycle of planning at appropriate time during his/her tenure. When needed, the President may convene an Ad Hoc Committee to create a new strategic plan;
- Follows up with Board members as needed regarding annual contribution to NAPSA;
- Convenes and conducts the Annual Board meeting at NAPSA's Annual National Conference;
- Delivers Welcoming Address at NAPSA's Annual National Conference;
- Serves a two-year term, after which he/she assumes the duties of the Past-President position; and,
- Meets requirements of all members of the NAPSA Board of Directors as noted above.

Past President

- Chairs the Nominating Committee, which includes confirming continuing Board commitments, initiating the recruitment efforts for new Board members and reporting Committee's activities to the Board;
- Meets monthly with the President, President-Elect and other Past Presidents to discuss issues and concerns facing the organization, identify needed actions, and suggest plans of action;
- Oversees the nominating and election process when there are vacancies on the Board, ensuring the election process adheres to organizational procedures;
- Presents the recommended slate to the Board for a vote;
- Presents the Board-approved slate to the NAPSA Membership at the Annual Conference;

- Chairs the Operations Committees, setting agendas, distributing minutes and reporting information and activities to the Board;
- Assists President in the strategic planning process;
- Ensures all committees are operating under current charters;
- Serves a two- year term; and,
- Meets requirements of all members of the NAPSA Board of Directors as noted above.

Treasurer

- Works with NAPSA staff on financial matters;
- Reviews receipts for transactions;
- Reviews financial materials (bank statements, audit reports, etc);
- Approves invoices after the Executive Director has done so;
- Provides and explains financial reports at Board meetings;
- Serves a two-year term; may be re-elected to subsequent two-year terms; and,
- Meets requirements of all members of the NAPSA Board of Directors as noted above.

Secretary

- Collects & maintains Conflict of Interest & Confidentiality forms from each Board member, Committee Chair and NAPSA staff;
- Is familiar with the Bylaws and P&P Manual, in order to provide relevant information on processes and protocols when necessary;
- Assists with the review of information from the Executive Director, President and other Board members and provides feedback when requested;
- Receives and acknowledges complaints from members and forwards to the Executive Director and President to be presented to the Board;
- Distributes Orientation Manual to new Board and RRAB members

- Serves a two-year term; may be re-elected to subsequent two-year terms; and,
- Meets requirements of all members of the NAPSA Board of Directors as noted above.

At-Large Board Members

At-Large board members are individuals who possess particular skillsets that benefit and advance NAPSA's growth, development, and sustainability. In addition to the regular duties required of a NAPSA Board member, they carry out specific duties related to their areas of expertise, and as assigned by the Board, the Executive Committee, and/or the President.

Executive Committee

The Executive Committee is comprised of the President, President-Elect, Secretary, Treasurer and the Past-President.

NAPSA Regional Representatives Advisory Board (RRAB)

All RRAB Board members are expected to maintain a NAPSA membership, sign a Conflict of Interest and Confidentiality form and strive to attend all meetings. RRAB Board members are encouraged to consider making an annual financial contribution to NAPSA.

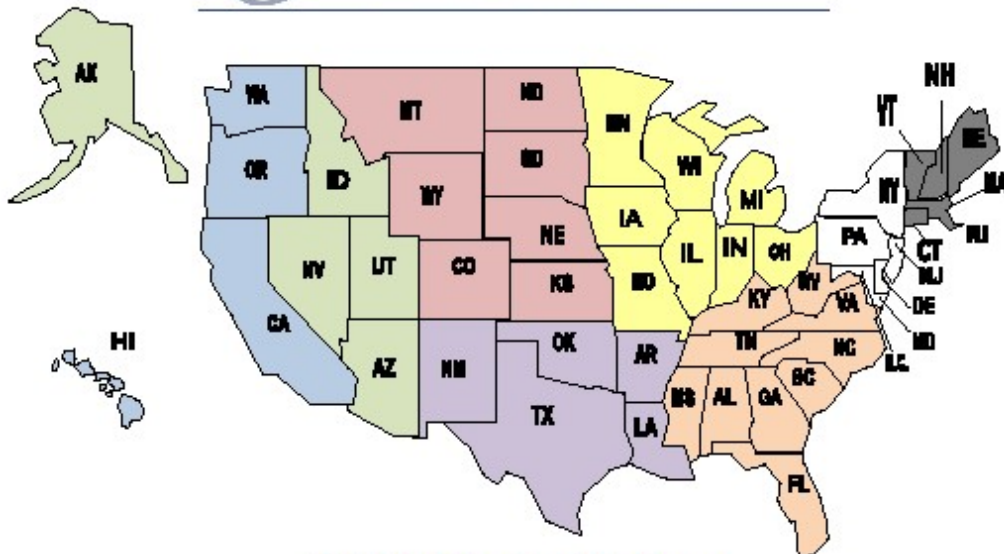
The role of the RRAB is to create a system of regional representation that supports APS programs nationwide and tracks and relays challenges and opportunities to NAPSA. There are six NAPSA regions identified on the map below (Northeast, Southeast, Central, Mountain, Southwest, and West) that are represented by Regional Representatives. More information on the RRAB may be found in Article VII of the NAPSA Bylaws. Please click [here](#) and scroll to the bottom of the webpage to view the Bylaws. The role of the RRAB includes:

- Informing the NAPSA board about emerging trends and needs of APS programs;
- Improving communications across APS programs regarding NAPSA activities; and,
- Assisting/enhancing recruitment of new members.

Regional Representatives

While each of the six regions has a representative, some regions may warrant two representatives. Responsibilities of Regional Representatives include:

- Attend Regional Representative Advisory Board meetings;
- Plan and facilitate at least two meetings (teleconference or in-person) per year in their region with state representatives and/or NAPSA members;
- Disseminate information to the states they represent;
- Obtain input from the membership regarding activities of NAPSA;
- Maintain contact within their regions with organizations and conference planners to promote increased awareness of issues which impact adults served by NAPSA's membership;
- Promote membership in NAPSA; and,
- Meet all requirements of all RRAB members.



NAPSA Member Regions

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| <i>Northeast I Region:</i> Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont |
| <i>Northeast II Region:</i> Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, The Virgin Islands |
| <i>Central Region:</i> Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, Wisconsin |
| <i>Mountain Region:</i> Colorado, Kansas, Montana, Nebraska, North Dakota, South Dakota, Wyoming |
| <i>Southeast Region:</i> Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia |
| <i>Southwest Region:</i> Texas, Arkansas, Louisiana, New Mexico, Oklahoma |
| <i>West I Region:</i> California, Guam, Hawaii, Oregon, Washington |
| <i>West II Region:</i> Alaska, Arizona, Idaho, Nevada, Utah |

Elder Financial Exploitation Advisory Board (EFEAB)

The Elder Financial Exploitation Advisory Board consists of diverse experts from national organizations that work to increase awareness of, and to develop new strategies to address, the significant and growing problem of elder financial exploitation. This Advisory Board plans the annual summit on elder financial exploitation that occurs in conjunction with the annual NAPSA conference. For more information on the EFEAB please [click here](#) and scroll to the bottom of the web page.

NAPSA Committees

The following is a brief description and role of each of the NAPSA Committees. For more information please see NAPSA's Bylaws and Policies and Procedures (P&P) by clicking [here](#) and scrolling to the bottom of the web page.

All Committee members are expected to maintain a NAPSA membership (exception of Research Committee) and strive to attend all meetings.

Communications Committee

The Communications Committee is a standing committee that serves NAPSA's Board of Directors by

- Advancing NAPSA's mission and strategic goals related to marketing and communications; and,
- Promoting the quality and consistency of NAPSA's internal and external branding and messaging.

Fundraising Committee

The Fundraising Committee serves NAPSA's Board of Directors by raising funds to support and enhance the organization. In carrying out its responsibilities, the Committee:

- Identifies potential sources of funding for NAPSA;
- Cultivates relationships with potential and current funders;
- Solicits sponsorships for the conference and the EFE summit;
- Helps the board to recruit new board members who commit to fundraising; and,
- Recommends new fundraising strategies to the board.

Education Committee

The Education Committee is a standing committee that serves NAPSA Board of Directors by:

- Developing educational content for APS programs;
- Disseminating professional training materials;

- Promoting training opportunities for APS programs;
- Developing, maintaining and disseminating Standards of Practice; and,
- Developing and providing guidance in an advisory capacity for a national certificate program.

A subcommittee within the Education Committee has been established to develop criteria and design a system for APS professionals and practitioners to become certified in adult protective services.

Membership Committee

The Membership Committee serves NAPSA's Board of Directors by:

- Working to expand NAPSA membership;
- Expanding member and non-member involvement with the organization; and,
- Identifying unaddressed needs of current members to enhance NAPSA's responsiveness to its members.

Operations Committee

The Operations Committee is composed of the Fundraising Committee, Nominating Committee and the Membership Committee and is chaired by the Past President. It serves the NAPSA's Board of Directors by:

- Evaluating the efficiency and effectiveness of NAPSA's organizational structure, governing documents, and policies and procedures;
- Maintaining and updating operational procedures (including the strategic plan, Bylaws, policies and committee charters); and,
- Keeping the Board of Directors informed as to the status of operations.

Nominating Committee

The Nominating Committee is chaired by the Past-President, and is comprised of the President-Elect, the Past President, and up to two additional members. The additional members may be current or past NAPSA Board members, and/or current or past members of the Regional Representatives Advisory Board. The Committee oversees and follows the established process for recruiting, nominating, and electing/reelecting members of the Board.

Public Policy Committee

The Public Policy Committee serves NAPSA's Board of Directors by advancing NAPSA's mission and strategic goals through:

- Advocacy for national legislation, policies and increased funding;
- Education of policy makers; and,
- Promoting public knowledge.

Research Committee

The Research Committee serves the NAPSA and NCPEA Boards of Directors by:

- Supporting and promoting research to better understand and respond to abuse, neglect, self-neglect, and exploitation as they may affect older persons or adults with disabilities;
- Expanding APS's participation in practice-related research.

Committee Chairs

All Committee Chairs are expected to maintain a NAPSA membership, make an annual financial contribution, sign a Conflict of Interest and Confidentiality form and strive to attend all meetings.

The committee chairs shall

- Distribute an agenda to committee members in advance of each meeting. Committees should meet a minimum of six times per year;
- Distribute minutes to committee members and to the NAPSA Executive Director, the NCPEA President and other interested parties as requested (except the Fundraising, Membership and Nominating Committees who shall submit minutes to the chair of the Operation Committee); and,
- Participate in quarterly Board of Directors' meetings (except Fundraising, Membership and Nominating Committees who will participate in Operation Committee meetings) and provide a report on the Committee's activities toward meeting its stated goals and work plan.

Resources for Board Members & Committee Chairs

NAPSA maintains subscriptions to several electronic services that can serve as a resource to you in your work for the organization. Resources may be requested in writing using the info@napsa-now.org email address. Below are a few of the services that may be of benefit:

- Teleconferencing Lines – for group meetings via phone (two lines, up to 100 people at a time). NAPSA maintains a [form](#) on their website for requesting use of a teleconference line.
- Online Meetings and Screen Sharing – for group collaboration on a document where all meeting attendees view the same content (up to 25 people at a time). NAPSA maintains a [form](#) on their website for requesting use of online meeting software.
- Webinars – for online presentations (up to 100 people at a time)
- Surveys and Data Collection – for collecting member or public data to group questions
- Event Registration – registration data & fee collection for live events
- Email Marketing – for formatted (colors, text, images) emails to members or the public
- File Sharing & Storage – for shared group documents
- Website – contains extensive information about NAPSA, as well as a myriad of other helpful APS-related items and can also be used for public dissemination of any document, video, etc.
- Email – email forwarding service from a napsa-now.org address or group email addresses
- Social Networking – additional public dissemination or announcement of information (currently limited to Twitter and Facebook)
- Meeting Polls – finding a time to schedule a meeting amongst multiple people
- Volunteers may view the online master list of [NAPSA meetings and events](#).

- Staff Assistance - To connect with NAPSA Staff, utilize the following contact information:
 - Trudy Gregorie, trudy.gregorie@napsa-now.org, 202-558-4850
 - Andy Capehart, andrew.capehart@napsa-now.org, 202-333-5622
 - Carol Carlton, carol.carlton@napsa-now.org, 202-517-0599
 - Bill Benson, bill.benson@napsa-now.org, 301-933-6492

Additionally, staff time is available to you to assist with the logistical needs of your committee or workgroup. At least one NAPSA staff person is typically in attendance for all meetings and can discuss committee or workgroup needs as they arise. All staff time must be approved by the staff person's immediate supervisor. NAPSA staff will record minutes for each formal committee or board meeting and send the record to the group leader/chair for review prior to dissemination.

Examples of NAPSA staff time use for groups:

- Recording meeting minutes
- Formatting documents
- Surveying members and the public
- Sending communication to membership and group members
- Compiling, analyzing and reporting on collected data
- Advising on current NAPSA policy and practice
- Serve as liaison between group and the board or membership