















































































































































































































































































## Section 11 — Members

---

- 11.12.2.2 Be one that is frequently utilized and be of importance to schools/districts.
  - 11.12.2.3 Be easily and effectively communicated through direct mail.
  - 11.12.2.4 Be readily available and accessible to all schools/districts.
  - 11.12.2.5 Be reasonably priced.
  - 11.12.2.6 Be income producing to the association, however this is never justification in itself to enter into an endorsed relationship.
  - 11.12.2.7 Be cost effective; any staff time involved should be minimal or offset by revenue.
- 11.12.3 Vendor/Provider Criteria
- 11.12.3.1 Vendor must have the ability, resources, facilities, and proven records to adequately provide the service/product offered.
  - 11.12.3.2 Vendor must be financially sound (ACSA may request financial data or bank references).
  - 11.12.3.3 Vendor must provide a list of references which can verify the quality of service/product.
  - 11.12.3.4 Vendor may be a multi-service provider, not offering just a single service/product.
  - 11.12.3.5 If appropriate, vendor must be licensed to do business in California and meet all legal requirements for providing the service/product.
  - 11.12.3.6 Vendor must have established a good reputation in the field and show evidence that past performance has been satisfactory.
- 11.12.4 Process for Partnership: The following process should be followed when considering requests for an ACSA Corporate Partnership:

## Section 11 — Members

---

- 11.12.4.1 Vendors desiring an ACSA corporate partnership should send a written correspondence (email or letter) to the executive director or staff designee.
- 11.12.4.2 If after review by the executive director or designee, it is felt that the service/product meets the criteria set forth in 11.12.3, is of value to both ACSA and its members, and is in agreement with the goals and purposes of ACSA, a meeting with a vendor/provider representative is arranged.
- 11.12.4.3 If, after meeting with the vendor representative, the executive director or designee determines that the vendor/provider meets the criteria set forth in 11.12.3, a draft contract will be forwarded to staff committee for review should the partnership agreement be at the “Corporate Alliance Level” (\$100,000) and/or strategic in nature. Other partnership levels are considered “marketing packages” so do not necessitate formal review.
  - 11.12.4.3.1 The committee is comprised of one staff member from each ACSA department.
- 11.12.4.4 The committee then meets in private to determine if the draft contract should be moved forward for signature.
- 11.12.5 Contract Provisions: The following is a general checklist to be used in drafting a contract.
  - 11.12.5.1 Include a statement which defines the purpose of the contract.
  - 11.12.5.2 Include the terms of the contract along with the exact obligations and expectations of both ACSA and the vendor/provider.
  - 11.12.5.3 Include a provision whereby the vendor agrees to hold harmless, indemnify and defend ACSA, its affiliates, members, officers, or employees as to any claim arising out of the performance of the product or service.
  - 11.12.5.4 Ensure that vendors carry appropriate liability and other insurance in support of the above indemnification.

## Section 11 — Members

---

- 11.12.5.5 Provide that the vendor shall agree to distribute appropriate disclosure and disclaimer information on behalf of ACSA as part of its marketing plan.
- 11.12.5.6 Provide that ACSA shall have the right to approve the firms marketing plan with respect to use of ACSA's name and logo.
- 11.12.5.7 Include a plan and a timeline for evaluation of service/product.
- 11.12.5.8 Include a remuneration clause setting forth the type, timeline and process for payments to ACSA. Staff should determine whether any endorsement income to ACSA could be taxable.
- 11.12.5.9 Provide that ACSA shall have the right, upon reasonable notice to inspect all books and records of the vendor.
- 11.12.5.10 Include a provision on termination procedures.
- 11.12.5.11 Include a provision for dispute resolution.
- 11.12.5.12 Include a glossary of terms, if appropriate.

(Revised: July 2014 Board of Directors)

### B. Discipline

#### **Policies:**

##### **11.13 Member Disciplinary Proceedings**

Bylaws, Article III, Section 3.11 provides that the board of directors must adopt appropriate procedures that meet or exceed the standards set forth in California Corporations Code § 7341 to process member disciplinary proceedings.

#### **Procedures:**

##### **11.14 Disciplinary Procedures**

The following procedures are designed and adopted to comply with bylaws, Article III, 3.11:

- 11.14.1 The board or its designee may initiate a disciplinary proceeding against a member by serving notice on that member stating the maximum discipline that may be imposed and the reasons therefore.

## Section 11 — Members

---

- 11.14.2 Discipline of a member may include private or public reprimand, suspension or expulsion. If the notice of proposed discipline states a particular form of discipline, any lesser discipline may be imposed; for this purpose lesser to greater discipline means private or public reprimand, suspension or expulsion in ascending order.
- 11.14.3 The notice shall also provide an opportunity for the member to be heard, orally or in writing, not less than five days before the discipline is to become effective. The opportunity to be heard shall be before the board, or its designee who shall have the authority to decide whether the discipline shall be imposed and, if so, the extent of the discipline.
- 11.14.4 The member shall have the right to counsel at the member's expense before the board, committee, executive director or person designated, provided that the member shall be required to give at least five days' notice of the decision to utilize counsel for the purpose of permitting the association to provide its own counsel if it so desires.
- 11.14.5 The notice may be given by any method reasonably calculated to provide actual notice. However, any notice given by mail must be given by first class, certified mail or registered mail sent to the last address of the member shown on the association's records.
- 11.14.6 There shall be no appeal from the decision of the board, or its designee.

# PROFESSIONAL ASSISTANCE

SECTION 12  
ACSA POLICIES & PROCEDURES

---

## Section 12 — Professional Assistance

---

### A. Professional Assistance

#### Policies:

#### 12.1 Plan of Self-Policing and Member Protection

The association will assist in maintaining excellence in administrative leadership through a plan of self-policing and member protection.

#### 12.2 Code of Ethics

The code of ethics and implementing policy and procedure, as well as the legal aid policies, as adopted by the representative assembly in 1972, remain in effect unless amended by policies in this section. The code of ethics, etc. is printed annually in the members' handbook.

#### 12.3 Members Represented by a Collective Bargaining Unit

For ACSA members who are represented by a collective bargaining unit, legal assistance or member assistance services shall be granted only when the request relates to an issue which is not included in a collective bargaining agreement or is not subject to the rules and regulations of PERB, and meets the requirements for legal assistance or member assistance services. (Revised: February 2014 Board of Directors)

#### Procedures:

#### 12.4 Executive Committee's Professional Assistance Responsibility

Member assistance and legal support services are assigned as a major responsibility of the Executive Committee.

12.4.1 The Executive Committee is authorized to give assistance in legal cases that meet established criteria up to \$4,000. Cases which exceed that amount must be brought back before the Executive Committee for a recommendation to provide additional funds.

(Revised: February 2014 Board of Directors)

#### 12.5 Types of Problems for Which Assistance is Available

Member assistance advocates are available to assist members of ACSA with problems concerning, but not limited to: breach of employment contract, contract review, tenure rights, credential problems, dismissal, demotion, salary policy disputes, suspension and retirement. We do not assist members with criminal charges or civil actions. (Revised: February 2015 Board of Directors)

#### 12.6 Courses of Action

The assistant executive director or a Member assistance advocate will handle the matter and recommend the course of action to be taken. In some instances, the matter can be resolved through administrative remedies; however, if it is necessary to involve legal counsel, the member will make application for direct legal assistance. (Revised: February 2014 Board of Directors)

## Section 12 — Professional Assistance

---

### B. Legal Assistance Guidelines

#### Policies:

#### 12.7 Eligibility for Legal Assistance

A person requesting legal assistance must have been a regular member in good standing for six months at the time his/her problem arose. Retired members are eligible for legal assistance only if the matter occurred while they were a regular member. You must be an ACSA member to receive this benefit. Retired members are limited to levels 1, 2 and 3 of legal assistance for a total of \$5,400.

(Revised: February 2015 Board of Directors)

#### 12.8 Members Represented by a Collective Bargaining Unit

For ACSA members who are represented by a collective bargaining unit, legal assistance or member assistance services shall be granted only when the request relates to an issue which is not included in a collective bargaining agreement or is not subject to the rules and regulations of PERB, and meets the requirements for legal assistance or member assistance services.

(Revised: February 2014 Board of Directors)

#### Procedures:

#### 12.9 Direct Legal Assistance

If the foregoing professional assistance has not resolved the problem, the member may make application for direct legal assistance as set forth in Procedure 12.10 — Legal Assistance Plan: Scope and Criteria. If the member's problem meets criteria for legal assistance and his/her application is approved, the following procedures apply:

12.9.1 Panel Attorneys. ACSA has contracted with attorneys in various parts of the state who are experienced in school law matters (panel attorneys). The legal assistance plan contemplates that the member will utilize the services of one of the panel attorneys. Ordinarily, the member will be referred to the panel attorney in his/her geographic region.

12.9.2 Non Panel Attorneys. The member assistance advocate, with the approval of the executive director, or his designee, may approve the use of non panel attorneys in limited instances where in their judgment geographic or emergency conditions warrant such authorization. Legal assistance when authorized in such cases shall be limited to a maximum of \$2,000 (effective July 1, 2004) based on ACSA providing not more than 60% of appropriate legal costs. Members authorized to use non panel attorneys shall be responsible for all billings from and payments to their attorneys. Upon receipt of paid statements from such attorneys ACSA will reimburse to the member through the attorney 60% of authorized costs.

(Revised: February 2014 Board of Directors)

## Section 12 — Professional Assistance

---

12.9.3 Preliminary Consultation (2 hours). The program provides that the first two hours of direct legal assistance, when authorized, be provided the member at no charge.

12.9.3.1 Legal assistance without charge to members, who are involved in a common concern, shall be limited to two hours for the first member and fifteen minutes for each additional member to a maximum of 8 hours. Such assistance shall be limited to consultation to determine if further action or litigation is necessary.

12.9.4 Further Legal Assistance. If legal assistance beyond two hours is necessary, the member assistance advocate, with approval of the executive director, or his designee, may approve additional legal assistance to a maximum of \$1,000 (ACSA involvement). ACSA will bear 60% of the authorized costs and the member will bear 40% of such costs.

Example: Based on a 60%-40% split, attorney would bill a maximum of \$1,667, with ACSA paying \$1,000 and the member paying \$667.

12.9.4.1 When such additional assistance is authorized, the member will be notified by telephone or mail. The member shall then make arrangements with the assigned attorney for the payment of their share (40%) of all attorney fees and costs. The attorney shall submit a total billing to ACSA stipulating that portion to be paid by the member (40%) and that portion to be paid by ACSA (60%). The member and the association shall be responsible for making their respective payments directly to the attorney.

12.9.4.2 The member shall assume the responsibility for all legal fees and costs which exceed any amount authorized by the association, and shall sign a Legal Assistance Agreement. Release of ACSA's share of attorney fees is contingent upon the receipt of this signed agreement.

12.9.4.3 In no event, shall ACSA bear any additional costs of legal assistance attributable to a promise for punitive damages; the attorney shall bill the member for all such additional costs and the member shall be responsible for full payment of all such additional costs.

(Revised: February 2014 Board of Directors)

12.9.5 Protracted Legal Assistance. Protracted legal assistance may be authorized in cases where further legal assistance is warranted to



## Section 12 — Professional Assistance

---

potentially resolve the problem. Normally, protracted assistance will only occur in litigation cases. (Revised: February 2022 Board of Directors)

12.9.5.1 When the member assistance advocate believes that protracted assistance is needed, he/she will recommend approval to the Senior Director of Member Services, and a monthly report of all such authorizations will be generated and provided to ACSA's Executive Committee. (Revised: February 2022 Board of Directors)

12.9.5.2 Following approval by the Senior Director of Member Services, ACSA shall bear 60% of additional legal fees and costs (not to exceed \$4,000) and the member shall bear 40%. (Revised: February 2022 Board of Directors)

12.9.5.3 When such additional assistance is authorized, the member will be notified by telephone or mail. The member shall then make arrangements with the assigned attorney for the payment of his/her share (40%) of all attorney fees and costs. The attorney shall submit a total billing to ACSA stipulating that portion to be paid by the member (40%) and that portion to be paid by ACSA (60%). The member and the association shall be responsible for making his/her respective payments directly to the attorney.

12.9.5.4 The member shall assume the responsibility for all legal fees and costs which exceed any amount authorized by the association, and shall sign a Legal Assistance Agreement. Release of ACSA's share of attorney fees is contingent upon the receipt of this signed agreement.

12.9.5.5 Eligible members with ten years, or less, as an ACSA member shall be eligible for a maximum of \$5,500. Beginning in year eleven, members shall be eligible for a maximum of \$500 of legal assistance for each year of ACSA membership. All requests for protracted legal assistance remain under the purview of the Senior Director of Member Services. Retired members are limited to levels 1, 2 and 3 of legal assistance for a total of \$5,500. (Revised: February 2014 Board of Directors)

## Section 12 — Professional Assistance

---

### 12.10 Legal Assistance Plan: Scope and Criteria

12.10.1 Scope. Legal assistance may be provided to members for employment-related problems including:

- 1) breach of employment contract
- 2) tenure rights
- 3) credential problems
- 4) dismissal
- 5) demotion
- 6) salary policy disputes
- 7) suspension
- 8) retirement

We do not provide legal assistance for criminal charges or civil actions.

(Revised: February 2015 Board of Directors)

12.10.2 Criteria. To qualify for legal assistance, the member's problem must also meet the following criteria:

12.10.2.1 Due Process. The primary goal of the ACSA legal assistance program is to assure that each member is accorded due process of law in connection with the employment-related problem set forth above. The first criterion, therefore, is the extent to which the member has been accorded due process.

12.10.2.2 Professional Significance. A secondary and related criterion is professional significance. That is, the extent to which the member's problem significantly affects the profession as a whole either as a matter of legal precedent or otherwise.

12.10.2.3 Appropriateness of the Legal Remedy. A third criterion is the appropriateness of the legal remedy in the circumstances of the case.

12.10.2.4 Member's Conduct. The member shall demonstrate that he/she has acted in accordance with professionally acceptable behavior and ethics.

## Section 12 — Professional Assistance

---

- 12.10.2.5 Eligibility. The applicant must have been a regular ACSA member in good standing for six months at the time his/her problem arose.

(Revised: February 2014 Board of Directors)

# PUBLIC RELATIONS

SECTION 13  
ACSA POLICIES & PROCEDURES

## Section 13 — Public Relations

---

### **Policies:**

#### **13.1 Collaboration With or Endorsements of External Groups**

Official collaboration with or endorsements of external groups and organizations or their activities shall be approved by ACSA's board of directors.

#### **13.2 Announcements to the Media**

ACSA positions and announcements to the media may be publicly expressed by ACSA officers, the executive director or his/her designee.

### **Procedures:**

#### **13.3 Two-Way Media/Public Relations Program**

ACSA staff will develop and maintain a timely, two-way media/public relations program to position ACSA as a resource for education writers and reporters, administrators who serve as spokespersons for their agencies, and for organizational and community advocates in the field of education.

#### **13.4 Effective Communications Skills for State ACSA Leaders**

ACSA may make training opportunities available to state leaders in order to enhance their effectiveness as organizational representatives to the media and other external publics.

13.4.1 State committees will be encouraged to include appropriate sessions for improving communications skills in workshops and seminars.

13.4.2 ACSA leaders and staff will encourage local leaders to provide training for administrators through charter, region, district and county programs.

#### **13.5 Publications Featuring Communication Skills**

ACSA publications will feature information relevant to the improvement of individual and organizational communication skills, programs and effectiveness.

# PUBLICATIONS

SECTION 14  
ACSA POLICIES & PROCEDURES

## Section 14 — Publications

---

### **Policies:**

#### **14.1 Publications Used to Inform the Profession and the Public**

Publications are an important facet of ACSA's and the Foundation's efforts to inform both the profession and the public regarding important issues, research and development, and innovations in education.

#### **14.2 Varying Viewpoints of Issues**

Varying viewpoints of issues may be included in ACSA or Foundation publications. A disclaimer should be included unless an announced position has been established by the board of directors.

#### **14.3 Funding of Publications**

The annual budget shall include funds to meet the costs of publications. All regular journals or publications shall be received free of charge by each member.

#### **14.4 Board Approval of Publications**

The board of directors may approve publications and establish procedures necessary in the development and distribution of publications.

#### **14.5 ACSA Organizational Elections/National Association Candidates**

No authorized ACSA or Foundation publication will be used to foster or promote candidacy in ACSA organizational elections. This does not preclude a factual announcement of such candidacy.

14.5.1 Candidates endorsed by ACSA's board of directors for offices in national associations may be promoted in ACSA or Foundation publications.

#### **14.6 Disclaimer**

Communications being distributed by any representative group of ACSA which present a position other than one adopted by the board of directors shall identify the author(s) and include the standard disclaimer.

### **Procedures:**

#### **14.7 Subscriptions to ACSA Publications**

The following publications are authorized and provided free to ACSA members; also listed are the number of issues annually and the subscription cost for those in California not eligible for ACSA membership or those out-of-state:

14.7.1 *Leadership* — 5 issues per year — \$60.00 per year.

14.7.2 *EDCAL* (includes CareerConnect) — 30 - 35 or more issues per year — \$90.00 per year.

---

## Section 14 — Publications

---

14.7.3 Subscription prices are to remain in effect until changed by the board of directors. (Revised: February 2014 Board of Directors)

### 14.8 **Ineligibility to Subscribe to ACSA Publications**

Individuals or institutions in California that are eligible for membership may not subscribe to publications.

### 14.9 **Contracting for Sale and Distribution of Materials**

Staff, with the approval of the executive director, may contract on behalf of ACSA or the Foundation with other individuals or groups for the sale and distribution of materials, publications and/or training programs that provide a needed service to ACSA members. Contracts shall provide that ACSA or the Foundation recover costs of production, distribution and promotion.

### 14.10 **Posting of Positions in ACSA JobBoard**

Positions shall be posted in the JobBoard section of *EDCAL* providing the following criteria are met:

14.10.1 Notice of the position vacancy is received in writing by 9:00 a.m. Monday for publication the following Monday and must have application deadlines that are at least two weeks after the last publication date that the notice is run. (See *EDCAL*'s masthead for a list of dates that *EDCAL* is not published.)

14.10.2 ACSA or the Foundation will normally publish only those jobs that fall within the definition of membership eligibility for ACSA members.

14.10.3 Out-of-state job vacancies will be published on a space available basis. (Revised: February 2014 Board of Directors)

### 14.11 **Sales Price for All Non-Subscription Publications**

The media relations executive, with the approval of the executive director, may establish the sales price for all non-subscription publications for which there is a fee. In most instances the price to non-members would be higher, except if it is a cooperative publication.

### 14.12 **Contracts with Others for Publications**

The media relations executive, with the approval of the executive director, is authorized to enter into contracts with other organizations, associations, and/or individuals for the publication of materials, payment of royalties/commissions, and/or preparation fees and shall annually report to the board of directors.

### 14.13 **Subscription Fee for ACSA's Bill Service**

The assistant executive director of governmental relations, with the approval of the executive director, is authorized to establish the subscription fee for the ACSA Bill Service and/or other related publications/documents and shall report annually to the board of directors.



# REGIONS

SECTION 15  
ACSA POLICIES & PROCEDURES

## Section 15 — Regions

---

### **Policies:**

#### **15.1 Region Governing Boards**

Each region governing board shall include at least: president, vice president for legislative action, treasurer and president-elect. (Non-profit corporation law)

##### ***15.1a Best Practice***

*It is recommended the Region President serve a 2-year term, but it is not mandated. It is recommended the Region President-Elect serve a 2-year term, but is not mandated. State Board, Region President, Region President-Elect, and Region VP-LA may serve two non-consecutive terms. It is recommended that these positions serve one term.*

(New, May 2017 Board of Directors)

#### **15.2 Committees**

Each region is encouraged to have committees/councils to parallel ACSA's state committees/councils. (See Section 5 — Committees/Councils.)

#### **15.3 Charters**

Regions are encouraged to have charters and/or sub-charters as appropriate to involve more members in ACSA activities. Charter groups are smaller units of ACSA within each region. Charters shall be issued by the board in accordance with standards in the Policies & Procedures Manual.

#### **15.4 Region Rebates and PAC Funding**

The association shall annually rebate to each region 15% of the member dues collected in that region for local governance, programs and committees unless temporarily changed by board action. No region shall receive less than \$25,000.

15.4.1 Historical note: In order to provide a stable base of funds in ACSA PAC, region rebates have been reduced from 15% to 15%, with the difference matched dollar for dollar by ACSA and the entire amount deposited in the PAC.

(Revised: February 2014 Board of Directors)

#### **15.5 Annual Region Financial Report**

An annual region report will be prepared by each region as of each fiscal year end. This is necessary since each region receives rebates of membership dues from state ACSA. Thus, the regions are authorized to use state ACSA's tax identification number.

The annual report will be prepared according to instructions and format received from the chief financial officer of ACSA. The report needs to be completed and filed by August 31 of each year for the prior fiscal year to allow state ACSA to file tax returns with state and federal agencies.

## Section 15 — Regions

---

Due to the importance of receiving the annual report in a timely manner in order to file ACSA's tax returns, the chief financial officer in consultation with the executive director is authorized to withhold rebate funds when a region is in non-compliance.

(Revised: February 2014 Board of Directors)

### 15.6 **Prohibited Activities**

Regions will not participate in any activities prohibited in the Policies & Procedures Manual.

### 15.7 **Region Programs**

Regions are encouraged by the board to have active programs to achieve ACSA purposes, priorities and issues which may include workshops, job-alike programs, multi-regional and other professional development activities.

### 15.8 **Special Services Programs**

Regions are encouraged to sponsor regional special services programs. However, these programs shall not bear the SASS name or logo unless the region has received the SASS Board of Director's approval. Special service programs offered by regions should not be competitive with state programs.

## **Procedures**

### 15.9 **Region President Tasks**

- 15.9.1 Upon taking office the region president should meet with region employees to review job descriptions and determine priority of tasks.
- 15.9.2 Before the start of a new year the region president should arrange a training session and a planning session for new region and charter officers.

### 15.10 **Region Fiscal Records**

Each region should maintain the following, as a minimum, for fiscal management: (Sample forms are available from the financial services department in ACSA's Burlingame office)

- 15.10.1 A numbered checking account at a local bank.
- 15.10.2 A basic accounting journal for recording income and expenses.
  - 15.10.2.1 All recorded expense payments should include a covering check number.
  - 15.10.2.2 Payments from a petty cash fund (if utilized) should be substantiated by a voucher.

## Section 15 — Regions

---

15.10.3 Regions will provide to state ACSA by August 31<sup>st</sup> of each year the following information:

1. Region financial report for fiscal year ending June 30, signed by the region's treasurer or president
2. Copies of June 30 bank statement(s) for all region bank accounts
3. Copies of June 30 bank reconciliation(s) for all region bank accounts
4. Copies of July 31 bank statement(s) for all region bank accounts
5. Updated list of region bank accounts
6. Updated information on region treasurer

(Note: If assistance is needed, contact Financial Services in ACSA's Burlingame office.)

15.10.3.1 Financial statement showing starting balance plus income less expenses (itemized and identified by function), ending balance, no later than August 31 each year.

15.10.3.2 Regions will provide evidence if requested by ACSA's chief financial officer that they have a sound set of internal controls over all region monies including those collected via events shared with other regions. Regions are encouraged to send any new region treasurer to ACSA's treasurer training seminar each May. State ACSA pays for this training.

(Revised: February 2014 Board of Directors)

### 15.11 **Charter Applications**

Regions should review charter applications and forward applications along with approval and supporting data to ACSA's executive director in compliance with the Policies & Procedures Manual — Section 4 — Charters.

### 15.12 **Committee/Council Appointments**

Appointments to state committees/councils shall be made in compliance with the Policies & Procedures Manual — Section 5 — Committees/Councils.

### 15.13 **Leadership Manual**

A leadership manual will be provided each region. Items to be included, but not limited to, are:

- Bylaws
- Selected policies
- Selected procedures
- Annual calendar
- Organizational chart showing staff assignments











## Section 15 — Regions

---

- 15.15.6 Process. The creation of a new region shall be a two-year process. Year one shall consist of the request, survey, review and recommendation. Year two shall consist of a transitional period to organize and establish the new region. During year two, the new region shall continue to function under the auspices of the former region.
- 15.15.7 Assets. When a new region is established, the assets shall be equitably distributed by the former region based on the membership of the two regions.

### 15.17 ACSA Staff Availability to Regions

ACSA staff are available for programs in regions as time permits.

- 15.17.1 Regions are requested to pay staff expenses.
- 15.17.1.1 Exceptions to the above:
- a) Region and charter services performed by the professional standards executives
  - b) Executive director's region visits
  - c) Membership recruitment
  - d) Governmental relations update, but limited to one staff visit per region.
  - e) Other exceptions may be approved by the executive director.
- 15.17.2 Contact for staff services should be made directly to the staff member whose services are being requested.
- 15.17.3 Attendance of staff members at region board meetings is encouraged only when the staff member can provide information on a specific issue, or can assist in training or make a specific contribution.
- 15.17.4 Staff may conduct workshops on a planned itinerary basis on crucial issues. Regions will be contacted for cooperation in determining time, place and to assist with publicizing.

### 15.18 Non-Compliance of Regions

State ACSA will withhold region rebates until the region is in compliance. Once the region is in compliance, the funds withheld will be rebated.

(New: January 1997 Board of Directors)