



**ARIZONA PARKS AND
RECREATION ASSOCIATION**

MANUAL OF PROCEDURES

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FORWARD

The purpose of this manual is to establish a guide which the officers, Executive Committee, Chairs and Regional Representatives, along with standing Committees of the Board of the Arizona Parks and Recreation Association may follow in carrying out their duties and responsibilities. It is not intended to be a complete manual, but rather an ever-changing tool, continually being evaluated so that it may best meet the needs of the membership and the goals and objectives of the Association and Strategic Plan. All Bylaws referenced are from the 2015 Revised Bylaws.

Any recommendations of revision should be made in writing to the APRA Executive Director and President.

DUTIES OF OFFICERS

The duties of the officers shall be such as generally defined in the current APRA Bylaws, and as specifically defined in the Manual of Procedures.

BOARD OF DIRECTORS

The affairs of APRA shall be governed by a Board of Directors consisting fifteen total members. These positions are as follows: President; President-Elect; Vice President; Secretary; Treasurer; five regional representatives (members elected by voting membership in each of the five (5) geographic regions (North, South, East, West and Central) within the State of Arizona); three (3) committee chairs comprised of Program, Marketing, and Membership; a Young Professional who is younger than 35 years of age and has experience as a leader, instructor, supervisor, administrator, consultant, degree in parks and recreation management or a combination of these in the field of parks and recreation; and a representative from the Corporate Membership category. Each member of the Board of Directors shall be a member in good standing of APRA. The duties of the Board of Directors shall be described in the current Bylaws.

EXECUTIVE COMMITTEE

The Executive Committee shall consist of the officers of the Association: President, President-Elect, Vice-President, Secretary, and Treasurer. The duties of the Executive Committee are stated in the current Bylaws.

President

The President shall:

1. Act as the presiding office of the Executive Committee, Board of Directors and at all membership meetings.
2. Coordinate, with the Executive Committee, the activities of the Board and Committees, and shall interpret the policies and decisions of the Board of Directors to the Committee Chairs and membership at large.
3. Administer the work of the other elected Executive Committee officers of the Association.
4. Act as the official representative for the Association and as the Association spokesperson for professional park and recreation interests.
5. Establish and maintain communications and good working relationships with kindred professional organizations and agencies through personal visits and other communications.
6. Through written, oral expression or any other means, stimulate progressive thinking toward the development of high standard of professionalism within the membership.

7. Perform other duties and implement the policies, practices and instructions pertaining to his/her office as shall be referred to him/her by the Executive Committee or the Board of Directors.
8. Serve as liaison to the Advocacy and Conference Committees.
9. Serve as the executive committee liaison to the Membership Committee and assist as needed.
10. Work closely with the Executive Director, conduct the annual performance appraisal, and coordinate with the President-Elect the goals of the Executive Director for the upcoming year.
11. Review all required income tax reports and Corporation Commission Reports, as required.
12. Serve as a signatory on the association bank account.

President-Elect

The President-Elect shall:

1. Serve as member of the Executive Committee and the Board of Directors and shall serve in the absence of the President.
2. Appoint Chairs for all Committees for the following year prior to November 1st so the proper training can take place.
3. Coordinate the election dates for the annual vote of the association (Vice President and Regional Representatives). Recruiting at annual conference and working with the Executive Director to promote the Slate of Candidates.
4. Recommend appointments for the Treasurer, Secretary, Young Professional, and Corporate representative to the Board of Directors for the following year.
5. Recommend Committee Chairs for the upcoming term as President.
6. Assist with the annual performance appraisal and establish the goals and objectives for the Executive Director.
7. Work with the Executive Director to coordinate the Annual Conference (location and committee) to take place during Presidency.
8. Establish and maintain communications by correspondence and by personal visits between the Regions of the Arizona Parks and Recreation Association and other related groups or closely associated agencies.
9. Serve as liaison to the Marketing and Finance Committees.
10. Assume the office of the President at the expiration of the term of the incumbent.
11. Serve as a signatory on the association bank account.

Vice-President

The Vice President shall:

1. Serve as member of the Executive Committee and Board of Directors.
2. Assist the President in the performance of his/her duties.
3. In the absence of the President and the President Elect, the Vice President shall assume the duties of the President.
4. Act as liaison to and assist the Program Committee in all coordination efforts to offer professional development opportunities throughout the state of Arizona.
5. Serve as an active member of the Advocacy Committee.
6. Serve as a signatory on the association bank account.

Secretary

The secretary shall:

1. Serve as a member of the Executive Committee.
2. Keep a record of all proceedings of meetings of the Association, its Board of Directors and Executive Committee, which will include such information as:
 - Time, date and place of meeting
 - Type of meeting
 - Presiding officer
 - Names of members and proxies attending
 - Names of guests attending
 - Digest report of proceedings, including complete information of motions made, person who made the motion, person who seconded the motion, and any pertinent discussion relating to the motion.
 - Committee and officer reports
 - Time of adjournment
3. Be responsible for the proper distribution and maintenance of all records, including the minutes of meetings, notices of meetings, and all correspondence assigned.
4. Verify that a quorum will be present prior to each meeting.
5. Complete minutes and send to President and Executive Director within 10 days of each meeting. After minutes have been approved post to the website within 3 days of approval.
6. Have available at all meetings, a copy of the Articles of Incorporation and Bylaws, a membership roster, minutes of previous meetings, an agenda or order of business, and an up-to-date roll of the Board of Directors.
7. Witness the tabulation of any membership voting.

Treasurer

The Treasurer shall:

1. Keep an accurate account of all financial transactions of the Association. This includes such responsibilities as:
 - Monitoring all deposits and debits, including appropriate backup documentation
 - Monitoring all expenses to assure they meet with the approved budget
 - Proposes and prepares the annual draft budget in cooperation with Executive Director
 - Monitoring the ledger of Committees financial activity
 - Be prepared to make a financial statement or Treasurer's Report at Board meetings
 - Review all financial records for an annual audit as requested by the Finance Committee
 - Review all required income tax reports and Corporation Commission Reports, as required
 - Serve as a signatory on the association bank account
2. Serve as a member of the Executive Committee
3. Serve as Chair of the Finance Committee
4. Works with the President and Executive Director to propose annual conference budget. Monitors the annual conference budget, reports to conference committee and board a final budget
5. Review all Association financial contracts

REGIONAL REPRESENTATIVES

The Regional Directors shall:

1. Serve as voting members of the Board of Directors.
2. Establish and maintain coordination between their regions and the Association through written or verbal reports.
3. Assist the Program Committee coordinate needed events and trainings within the region to hold required educational sessions along with locations.
4. Assist the Membership Committee to contact new and renewing members within their Regions.
5. Meet with assigned Legislators in their Arizona office twice during the year.
6. Work with the President-Elect to search for Slate of Candidate Nominations.
7. Carry out responsibilities as detailed in the current Bylaws.
8. Conduct a minimum of three planning meetings for members of, and within the region boundaries for the purpose of coordinating training activities, professional development programs, social activities, or other functions within the region. One of these meetings will include a regional board meeting.
9. Help provide personnel support for planned programs and activities within the region, or support to other regional offerings.
10. Actively participate in the annual “Environmental Day at the Capitol” (spring) to meet with representation from your appropriate legislative districts.

ADDITIONAL VOTING MEMBERS OF THE BOARD

Membership Chair

The Membership Chair shall:

1. Serve as voting members of the Board of Directors.
2. This position will be appointed by the President-Elect
3. Term for this position will be one-year with the option to continue on for two-years if selected.

Program Chair

The Program Chair shall:

1. Serve as voting members of the Board of Directors.
2. This position will be appointed by the President-Elect
3. Term for this position will be one-year with the option to continue on for two-years if selected.

Marketing Chair

The Marketing Chair shall:

1. Serve as voting members of the Board of Directors
2. This position will be appointed by the President-Elect
3. Term for this position will be one-year with the option to continue on for two-years if selected.

Business/Corporate Chair

The Business/Corporate shall:

1. Serve as voting members of the Board of Directors.
2. This position will be appointed by the President-Elect
3. Term for this position will be two years.

Young Professional Chair

The Young Professional Chair shall:

1. Serve as voting members of the Board of Directors.
2. This position will be appointed by the President-Elect
3. Term for this position will be two years.

STANDING COMMITTEES OF THE BOARD

The responsibilities of the Standing Committees shall be to accomplish the objectives as listed. Each committee shall submit an action plan to the APRA Board of its planned activities for the coming year before the first meeting in January of each year. All activities in the plan will support the main mission of the Arizona Parks and Recreation Association.

The Program Committee will be required to have at least one representative on the committee from all five regions. It should be a goal for each of the other various Committees to have an APRA member from each of the five regions as an active committee participant who is in good standing with APRA.

Committee Chairs shall:

1. Act as the presiding officer of the Committee.
2. Establish and coordinate communication of the committee members to the board and association through written or verbal reports at scheduled meetings.
3. Develop communication and a sound working relationship between the committee and the other related association groups or associated agencies within the State.
4. Carry out duties as determined for the Committee.
5. Schedule meetings, prepare agendas, strive to accomplish annual goals

Membership Committee

1. Chair will be a voting member of the Board of Directors.
2. Members
 - a. Numbers
 - i. A minimum of five members to include the Chair and three other officers and one member that can be appointed from the members at large. The APRA President shall serve as the Executive Committee liaison to the Membership Committee.
 - b. Selection
 - i. The Chair will be appointed by the President-Elect
 - ii. Committee will exist of Chair, Vice Chair, Secretary and Treasurer positions.
 - iii. Additional Committee members will be selected by the Chair.

- iv. The Vice-Chair will be appointed by the Chair.
- v. The Vice-Chair may assume the duties of the Chair the following year if selected.
- vi. Provide regional representation from each of the five areas when feasible.

3. Purpose

The objective of the Membership Committee is to increase and retain membership of the Association. This committee will also recommend membership fee structures from time to time and see benefits that increase value of the membership. Works with APRA staff to retain current members, to recruit potential new members; and promote services to the Association membership. To work closely with the Marketing Committee to recommend outreach to new, existing and potential members. The committee will meet a minimum of three times annually to carry out the annual goals established at the beginning of the year.

4. Function

- a. The Membership Committee is responsible to the Executive Committee, for the development and implementation of recruiting and retaining membership.
- b. Interface with and recruit new members who are associated with the parks and recreation profession, both municipal and private as well as businesses related to the field.
- c. Assist in the update of Association marketing materials explaining the benefits of APRA membership.
- d. Recommend and implement long-range planning for increasing the membership of APRA.
- e. Encourage membership consisting of students and professionals who are working in the parks and recreation or a related field. Assist the Board of Directors in developing/maintaining and ongoing relationship in educational and professional business areas.
- f. Conduct personal outreach to new members to answer questions, gauge level of potential involvement and guide them through how to use the website.
- g. Assist the Board of Directors in the development, implementation and review of Association membership.
- h. Recommend to the Board of Directors services to be provided to members of the Association.
- i. Assist the Association staff and Board of Directors in updating the membership directory annually.
- j. Work closely with the state college and universities who support parks and recreation programs to engage the student and young professional.
- k. Work with the Program Committee to recommend networking mixers and new member mixers during the year.
- l. The membership committee shall meet a minimum of three times annually to conduct business matters.

Marketing Committee

- 1. Chair will serve as a voting member of the Board of Directors.
- 2. Members
 - a. Number
 - i. Minimum of five, maximum of nine.
 - ii. Committee will exist of Chair, Vice Chair, Secretary and Treasurer positions.
 - iii. The President Elect shall serve as the Executive Committee liaison to the Marketing Committee.

- b. Selection
 - i. The Chair will be appointed by the APRA President-Elect.
 - ii. The Vice-Chair will be appointed by the Marketing Chair and may assume the duties of the Chair the following year if selected.
 - iii. All other members to be appointed from the membership at large as needed – i.e. graphics design, webmaster, publications editor, social media lead, etc...
 - iv. Provide regional representation from each of the five areas when feasible.
3. Purpose
- To assist staff in developing, publishing, and distributing to the membership, the Association’s periodic magazine or other publications, as authorized by the Board of Directors. To assist staff in the promotion of APRA using electronic media and to keep the APRA office technologically updated to better serve the Association membership. Promote and market activities to the membership provided by the Program Committee.
4. Function
- a. The Marketing Committee is responsible to the Executive Committee, for the development and implementation of an Editorial policy, magazine format, publication costs, frequency of publication, use of advertisements and number of copies to be printed for the APRA magazine. Will work closely with designated office staff to coordinate publications and contracts.
 - b. Create a long-term marketing plan to promote the association.
 - c. To be responsible for compiling, editing, printing and distributing the Arizona Parks and Recreation Association magazine.
 - d. To work cooperatively with all committees and staff in promoting services, programs and events associated with APRA, including but not limited to: the Awards and Scholarship Committee, the Program Committee, the Membership Committee, and the Advocacy committee.
 - e. To work with the APRA office on the following marketing and promotional efforts (others as assigned):
 - 1. Annual Conference Committee marketing needs
 - 2. Design and publication of the Conference Program (print and electronic version)
 - 3. Social Media posts related to sponsors, activities, and news
 - 4. Design and printing of major event signage and flyers/tickets for use at the Conference Center and/or off-site activities
 - f. To be aware of the current state of technology and determine how it applies to the Parks and Recreation profession.
 - g. To evaluate and promote the use of technology to benefit the Association and APRA membership through Social Media, e-newsletters, and other resources.
 - h. To recommend appropriate hardware and software for the APRA office to increase efficiency and communication within the organization.

Program Committee

- 1. Chair will serve as a voting member of the Board of Directors
- 2. Members
 - a. Number
 - i. Minimum of five, maximum of eleven
 - ii. One representative from each region will serve as members of the committee

- iii. The Vice President will serve as the Executive Committee liaison to the Program Committee.
 - iv. Regional representatives from each of the five areas throughout the state will support this committee purpose.
- b. Selection
- i. The Chair will be appointed by the President-Elect.
 - ii. The Vice-Chair will be selected by the Chair and may assume the duties of the Chair the following year if selected.
 - iii. Committee will exist of Chair, Vice Chair, Secretary and Treasurer officer positions.

3. Purpose

The Programming Committee's purpose is to assist in the coordination, development and administration of all association sanctioned activities, events and educational programs provided to the membership. The Chair will recommend and board will approve a sub-committee that will directly assist in the planning, review, development and administration of all the proposed association sanctioned activities, events and educational programs. The sub-committee will be comprised of the regional representation and at least one (1) and no more than three (3) current professional members selected at large by the to represent the association's professional interest.

5. Function

- a. The Program Committee is responsible to the Executive Committee, for development and implementation of development and administration of all association sanctioned activities, events and educational programs provided by membership.
- b. Provide financial oversight and approval of all association sanctioned activities, events and educational programs provided by membership.
- c. Ensure CEU process is followed and approved by the CEU Chair prior to the event.
- d. Approve and notify a member of CEU's awarded. (CEU Chair)
- e. Assist membership in the in the coordination, development and administration of all association sanctioned activities, events and educational programs provided.
- f. Establish criteria and review course content of professional training opportunities so members can submit for approval.
- g. Meet at minimum on a quarterly basis to review and approve submitted event applications.
- h. Advocate certifications among membership.
- i. Encourage and develop professional training for the membership. Cooperate with high schools, colleges/universities and other organizations offering professional training and lectures.
- j. Maintain calendar of educational opportunities working with the APRA Office to set up event calendar on website.
- k. Investigate opportunities for supporting other forms of professional certifications for members (Structural Pest Control, International Society of Arborists) and liaison with the sponsoring organizations.
- l. Investigate opportunities for supporting NRPA sponsored training within the state.
- m. Work closely with the Marketing Committee to promote upcoming activities and events.

Advocacy Committee

1. Chair shall server as a non-voting member of the board of directors.
 - a. Members
 - i. Minimum of five with no limit.
 - ii. Both the APRA President and Vice President shall serve on the Advocacy Committee.
 - b. Selection
 - i. The Committee Chair will be selected by the President-Elect.
 - ii. The Chair may serve multiple years and should have experience in legislative and advocacy issues. Current APRA President will serve on the committee.
 - iii. Provide regional representation from each of the five areas when feasible.
 - iv. Members should have:
 1. A basic understanding of the legislative process and administrative procedures on both state and national levels.
 2. A broad knowledge of the Parks and Recreation movement and trends in the profession.
 3. A willingness to take a strong and vigorous stand on legislative actions which support the benefits and principals of parks and recreation.
 4. An ability to work with, inform and rally diverse constituent groups around key issues.
2. Purpose

To monitor state and federal legislative issues and actions, draft, seek introduction of and/or support legislation relating to Parks and Recreation, or affecting the profession, and implement legislative procedures and policies as authorized by the Executive Committee.
3. Function
 - a. Prepare and implement a legislative program approved by the Executive Committee.
 - b. Represent the Association in all legislative actions through verbal and written communications with the legislative actions through verbal and written communications with the legislative branch of government at both State and National levels and carry out policies of PRA in these matters.
 - c. Be aware of legislative trends throughout the State and across the Nation; and keep informed on proposed legislation effecting the park and recreation field.
 - d. Be aware of issues and concerns regarding the parks and recreation field.
 - e. Develop procedures for achieving Association’s legislative action.
 - f. Develop tools and programs to support grassroots advocacy efforts at all levels of government.
 - g. Develop and continuously update a legislative tracking and monitoring system.
 - h. Provide assistance or other services to the Association in support of legislative programs.
 - i. Submit reports to the Marketing Committee for publication in the Trailblazer or quarterly printed magazine, along with email blasts to inform the membership of critical issues.
 - j. The committee should meet a minimum of four (4) times annually, and attend the Environmental Day coordination activities at the State Capital each spring session, usually in February.
 - k. Collaborate with diverse state and national associations on common legislative issues.
 - l. Work with the National Recreation and Park Association Legislative and Policy staff.
 - m. Meet with elected state and national representatives and establish communications with their offices locally and in Washington, D.C.

Finance Committee

It shall be the duty of the Finance Committee to recommend and oversee the financial policies of the Association. Work with staff to develop way and means for securing sufficient revenue to assure the financial resources necessary to carry out the mission of the Arizona Parks and Recreation Association.

1. Members
 - a. Selection
 - i. The Treasurer of the Association shall serve as Chair.
 - ii. The Vice-Chair shall be appointed by the Incoming President of the Association.
 - iii. Treasurers from Marketing, Membership and Program Committees will serve as members.
2. Function
 - a. Be familiar with the complete financial structure and operation of APRA.
 - b. Receive and review budget requests from all APRA committees.
 - c. Review all contracts and agreements annually.
 - d. Oversee any audit or financial review of the Association financial records by qualified accountant or auditor.
 - e. Establish contact for securing financial support from foundations, organizations, individuals and other resources.
 - f. Recommend and implement short and long-term planning for increasing the financial resources of the Association.
 - g. Link Association/Committee fund-raising events and activities.
 - h. Will meet on a quarterly basis in advance of each quarterly board of directors meeting.

Conference Committee

The objective of the Conference Committee is to provide the support, planning and execution of the APRA Annual Conference and Trade Show.

1. Chair shall serve as a non-voting member of the board of directors.
2. Members
 - a. Number
 - i. There shall be enough members to handle all subcommittees and planning activities. Association Treasurer shall oversee Conference budget.
 - ii. Including but not limited to: Education, Boards & Commissions, Maintenance Day, Marketing, Exhibit Hall, Golf Tournament, Awards, Photo Contest, Volunteers, Socials, On-Site Registration, A/V & Tech Team, Evaluations, General Session, Workshop/Tours
 - iii. It is the objective to have smooth transitions from year to year so Chairs and/or Committee Chairs and members will be encouraged to serve 2 or more terms to assist in the continuation of institutional knowledge and abilities.
3. Selection
 - a. The Chair positions will be appointed by the President-Elect by October of the year prior.
 - b. The Chair(s) will work with the President-Elect to appoint committee members as needed.
4. Functions - See detail in "APRA Conference Policy" and "Conference Manual" for additional details.

The Awards Selection Committee shall be a standing committee under the Conference Committee.

1. Members
 - a. Minimum of 8 members, Maximum of 16
2. Selection
 - a. The Chair shall be appointed by the President-Elect. Chair shall collect all awards criteria, oversee the scoring committee and put together the program portion of the awards event.
 - b. The Vice Chair may assume the duties of the Chair the following year.
 - c. Committee members shall be recommended by the Chair to serve a consecutive two-year term and confirmed by the Executive Committee. Members can be reappointed after taking a year-year break.
 - d. Members shall consist of no less than two members from each of the five regions.
3. Purpose
 - a. To select and recognize outstanding contributions and achievements in the field of Parks and Recreation and the Arizona Parks and Recreation Association.
4. Functions
 - a. Solicit nominations.
 - b. Establish and review the qualifications and criteria for eligibility for awards. Any changes to be approved by Board. Recommended award category changes to the Board for approval.
 - c. Present awards based on nominations received from the membership of the Association under the guidelines established in the approved Awards Program policy.
5. This committee shall procure and present the Presidential Award for outgoing president and to honor distinguished retirees by presenting "Lifetime Membership" recognition.
6. All awards and citations honorees and winners shall be reviewed by the Chair of the Awards Committee with the Executive Committee of the Association prior to the annual conference.
7. Notify all award recipients or their nominator, whichever is appropriate, to inform them of the award and the specifics regarding its presentations.
8. Write all narratives to accompany the award presentation and review with the Executive Committee.
9. Order all plaques or citations needed to adequately recognize the recipients.
10. Notify the Association Executive Director of all award recipients at least ten (10) days prior to the Annual Conference. Present to the Association Treasurer an accurate detailed summary of expenditures.
11. Prepare budget request for Finance Committee review by October of each year.
12. Review award procedures and make necessary recommendations of the Board of Directors.
13. Update and pass along historical record of award recipients.
14. Upload awards videos on the APRA YouTube account, or get to appropriate Marketing/Staff member.
15. Chair as a member of the conference committee to insure proper coordination of the awards presentation during the general sessions and/or annual meeting. Final program formats to be approved by Executive Committee.

Scholarships Committee

The purpose of this committee is to track volunteer hours/points and award dollars to qualifying individuals toward scholarships for educational events such as annual conference, NRPA conference, certifications and trainings related to the field of parks, recreation and environmental conservation.

1. Chair will serve as a non-voting member of the Board of Directors.
 - a. Members
 - a. Chair shall server as a non-voting member of the board of directors.
 - b. The Chair will be appointed by the President-Elect.

- c. The Vice-Chair will be selected by the Chair and may assume the duties of the Chair the following year if selected.
- d. Committee will exist of Chair, Vice Chair, Secretary and Treasurer positions plus two at large members. Trying to incorporate members from around the state.

2. Selection

- a. The Chair will be appointed by the APRA President-Elect.
 - i. The Vice-Chair will be appointed by the Scholarship Chair and may assume the duties of the Chair the following year if selected.
 - ii. All other members to be appointed from the membership at large as needed
 - iii. Provide regional representation from each of the five areas when feasible.

3. Function

The Scholarship Committee is responsible to the Executive Committee, for the development and implementation of scholarship policy, tracking of volunteer points and recommending to the board annual scholarships based on criteria. Will work closely with designated office staff to coordinate scholarship awards for distribution.

- a. Establish in coordination with the point system that will be set up for volunteering.
- b. Committee should recommend criteria to the board for approval.
- c. Committee will track volunteer points and dollars awarded.
- d. Discuss points carrying over year to year.
- e. Cap on dollars to be handed out.

**Committee to create criteria and submit to board for approval before implementation

Ad Hoc Committees

Committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective. Appointed by the President or Board of Directors and is not a voting member of the Board of Directors.