

# Policy and Procedures Manual



**SOCIETY OF OUTDOOR  
RECREATION PROFESSIONALS**

April 20, 2014

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# **Serving on the SORP Board**

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Board service means different things to different people. At different stages in the evolution of a nonprofit organization there are different organizational needs. Thus, the purpose of this narrative is to help prospective and current SORP Board members understand both the benefits of board service and their opportunities to contribute.

## **Benefits of Service to SORP**

- You have an opportunity to provide leadership and make important contributions to the future growth and development of the outdoor recreation profession.
- You have a unique vantage point to see across our professional landscape including local, state, and federal agencies, as well as private sector and nonprofit organizations.
- You have access to an expanded network of professional contacts that will pay dividends throughout your career.
- You will grow and develop as a professional while you participate in and assume different responsibilities on the board.
- You will be able to include a prestigious and valued addition to your professional resume.
- You will have the opportunity to experience self-fulfillment, pride, loyalty, appreciation, fun, and other emotional rewards achieved through lifelong memories associated with your service to SORP.

## **Opportunities to Contribute to SORP**

### ***Time***

- Preparing and participating in monthly board conference calls.
- Actively contributing on committees.
- Participating in the annual Fall Planning Meeting.
- Attending the National Outdoor Recreation Conference.
- Working independently on special board projects.

### ***Talent***

- Contributing ideas to improve the effectiveness and efficiency of SORP's operations and programs.
- Sharing your professional network and associations with SORP.
- Serving as an ambassador for SORP to advance its image and recognition among professionals and organizations.
- Marketing SORP and encouraging new membership.
- Donating in-kind services to SORP such as legal counsel, bookkeeping, grant writing, marketing, web support, conference planning, and other technical skills.
- Providing contact and entry for SORP to approach foundations, businesses, individuals, and other organizations for the solicitation of grants, donations, scholarships, and conference sponsorships.

### ***Treasury***

- Maintaining an active membership.
- Paying for part or all of the travel costs to attend SORP meetings and conferences.
- Making a donation to SORP fundraising campaigns (no minimum and anonymous) to ensure 100% board giving.
- Purchasing SORP merchandise.
- Donating valued items for SORP's annual auction (e.g., art, outdoor equipment, specialty foods).

# **Policies**

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## **ADVOCACY**

As set forth in Society of Outdoor Recreation Professional's (SORP, henceforth referred to as SORP or the Society) Articles of Incorporation, no substantial part of the activities of the Society shall be for promoting or influencing legislation, laws, policies, rules, regulations, administrative decisions, judicial rulings or appropriations, and the Society shall not participate or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

In the event that advocacy actions are taken by SORP, the following policies apply:

1. Any political or judicial positions (e.g., Land and Water Conservation Fund [LWCF]) support letter to congress, a "friend of the court" brief) should be written and approved by the board.
2. All written advocacy statements should be accurate, fair, objective, science-based, and clearly state that the document represents the position of the SORP Board.
3. Board members should clearly represent themselves as advocating the interests of SORP and not their person or employer.
4. All SORP members are empowered to advance any SORP advocacy statement, but caution is advised that members clearly understand the policies and rules of the organization in which they are employed.
5. All SORP advocacy statements will be promptly posted on the website for membership disclosure.

## **ANTI-TRUST**

Members of the board will comply with the Sherman Act and the Federal Trade Commission Act. As trade associations are comprised of competitors, board members must be sensitive to the restrictions of antitrust laws. Antitrust laws are intended to foster and protect competition. The laws prohibit particular anticompetitive activities, and more generally those that are deemed to unreasonably restrain trade, such as price fixing, group boycotts, or division of customers or markets. Violations of antitrust laws may result in both criminal and civil penalties.

## **ACCOUNTING PRACTICES**

Each year the Audit Committee will audit the Society's financial records from the previous fiscal year. The Audit Committee shall report their findings in writing to the board. The annual audit report shall be made a permanent record, shall be made available to any member upon written request, and shall be summarized in the Society's Annual Report.

## **ANNUAL REPORT**

Under the direction of the Membership and Communications Committee Chair and the Association Manager, SORP will provide an annual report to the membership that summarizes the Society's activities from the previous calendar year. The report is intended to be an executive summary-type document. The report is to be completed early in the new calendar year.

## **AWARDS & RECOGNITION**

Each year SORP recognizes and honors individuals for their outstanding accomplishments in the field of outdoor recreation and park planning, management and administration, as well as in service to SORP.

The Vice President for Development has overall responsibility for the awards process and will serve as the chair if one has not been appointed by the President. Members of the SORP Board of Directors cannot be nominated or receive an award during their term with the exception of recognition for outgoing members. See the procedures section for more detail on the schedule and process.

### **National Recreation Leadership Award**

The recipient of this annual award is chosen directly by the SORP Board to acknowledge an individual or organization that has had a significant national impact on outdoor recreation and the outdoor recreation profession. Selection criteria include:

1. Demonstrated national leadership through science, education, policy change or advocacy
2. A significant national impact
3. A lasting national impact

Examples of such awardees may include, but are not limited to, elected officials, policy makers, senior executive administrators, corporate executives or staff, artists and writers, media and communication officials, academics, scientists, doctors, lawyers, judges, or activists.

### **Distinguished Service Award**

The Distinguished Service Award is presented annually to up to three recipients who have made significant and lasting contributions to the outdoor recreation profession. The award may recognize one specific contribution or a series of contributions over one's career. Selection criteria include:

1. Employment as an outdoor recreation professional
2. Significant and lasting contributions to the profession. What qualifies as a contribution to the outdoor recreation profession is interpreted broadly, including but not limited to, teaching, training, planning, management, research, policy development, administration, budgeting and finance, legal analysis, writing, publishing, leadership, problem-solving, innovation or creativity.

Examples of such awardees may include outdoor recreation professionals from the public, private or non-profit sectors.

### **Project Excellence Award**

The Project Excellence Award is presented annually to up to three exemplary outdoor recreation projects. The award is presented to the collaborating agencies and organizations key to the success of the planning effort. Selection criteria include:

1. Unique or special circumstances
2. Problem-solving
3. Level of innovation and creativity
4. Impact or effect of project
5. Collaborative team effort

Examples of such awardees may include communities, special districts, public agencies, citizen groups (e.g., civic, church, youth groups, teams), private industry, non-profit organizations, cooperatives, land trusts, and other organizations who have contributed to an exemplary outdoor recreation project.

### **SCORP Excellence Award**

The SCORP Excellence Award is presented annually to one state or territory. The National Park Service and SORP partner in the selection of nominees and presentation of this award.

In order to be eligible for the award, the SCORP must clearly meet the planning requirements of the LWCF Act, and is evaluated based on the following qualities:

1. It serves as a state-specific statement about the importance of establishing and protecting public outdoor recreation resources and opportunities throughout the State and expresses the state's role and commitment to provide leadership for this purpose.
2. It reflects a planning process that explores the provision of public outdoor recreation opportunities as integral to the health and vitality of individuals; to vibrant, liveable communities; to public understanding and stewardship of natural and cultural resources; and to state and local economies.
3. The SCORP planning process considers public expression of opinions, ideas, and concerns about outdoor recreation resources and opportunities in the state:
  - In the evaluation of existing outdoor recreation resources and finding ways to meet new and changing demand;
  - In the exploration of ways to forge partnerships with various providers (local, state, federal, private), disciplines, programs, and services that also recognize the benefits of or are charged with establishing and protecting outdoor resources for public use and enjoyment;
  - In the construction of a future-oriented plan with statewide strategies to advocate for and support the continued provision and protection of public outdoor recreation resources and facilities responsive to needs of residents and visitors of all types of communities and areas throughout the state.
4. The SCORP planning process is inviting, inclusive, and produces a tangible product that is understandable, cohesive, easy to reference and update, and is useful for outdoor recreation and related providers at all levels throughout the state.

Participation or membership in SORP is not a prerequisite for a state to be nominated.

### **Board Recognition**

Outgoing board members will be formally recognized for accumulated service to SORP with a plaque of acknowledgment and appreciation. No additional gift will be presented by SORP. The plaque will be consistent with the specifications determined by the board of directors. If an outgoing board member is a candidate for an additional office, they will not be recognized until the outcome of that race is determined.

### **BUSINESS PLAN**

SORP will create and maintain a five-year business plan that describes the corporate objectives and initiatives in the forthcoming five-year period. The goal of the effort is to develop corporate strategic objectives and initiatives that address the identified needs and are sufficiently robust to ensure SORP financial success, regardless of how these structural and policy uncertainties are

resolved. The five-year plan will be reviewed on an annual basis with modifications occurring during the annual budgeting process. Additionally, the development and annual review of the business plan will be coordinated with the strategic plan to help ensure consistency.

## **COMPENSATION POLICY**

It is the norm and expectation that SORP Board officers, members, and committee members will serve without financial compensation.

In the event that the board determines that there are unusual, specific and compelling reasons to compensate a board officer, member or committee member, there are several necessary considerations.

1. The board member who will be compensated must have current and signed conflict of interest disclosure form on file with the Society.
2. All compensation arrangements must be detailed in writing for board discussion and vote in advance of any payment or form of compensation.
3. The amount of compensation should be reasonable, not excessive, and comparable to what other similar organizations may compensate for the services in question. Comparable organizations to SORP may include the National Recreation and Parks Association, the Society of American Foresters, and the National Association for Interpretation.
4. The board meeting minutes should include (a) the compensation arrangements, (b) a justification for the compensation and the comparable sources used to develop the compensation arrangements, and (c) the names of each board member and their vote on the issue of compensation (i.e., support, oppose, abstain).

## **CONFERENCE SPEAKER SUPPORT**

Speakers are generally expected to pay the conference registration fee and cover their own expenses. Registration fees may be waived for speakers who make a presentation but do not attend any other conference functions. The Conference Committee may recommend the waiver or financial support of speakers who will have some extraordinary benefit to the success of the conference such as increased attendance, credibility, visibility, sponsorships and other compelling reasons.

The Conference Chair(s) must approve all waivers or financial support with due respect to the financial soundness of the conference.

## **CREDIT CARD PROCESSING AND SECURITY**

The purpose of this policy is to establish guidelines for processing charges/credits on credit cards to protect against exposure and possible theft of account and personal cardholder information that has been provided to SORP; and to comply with the Payment Card Industry's Data Security Standards (PCI) requirements for transferring, handling and storage of credit card information

The PCI standard defines a series of best practices for handling, transmitting and storing sensitive data. Cardholder data is any personally identifiable data associated with a cardholder. This could be an account number, expiration date, social security number, Card Validation Code (a three- or four-digit value printed on the front or back of a payment card).

Most credit card transactions that SORP handles are processed online through a payment gateway. In this case, the cardholder data is stored in a secure location at the payment gateway. SORP can access the transaction data on the payment gateway, but sensitive cardholder data is not visible.



SORP uses the virtual terminal to process credit card payments received over the phone (card not present) or in person at the conference (card present). A secure mobile card reader is also an option at conference to streamline card handling and improve security of sensitive data. Under no circumstances will it be permissible to obtain credit card information or transmit credit card information by e-mail or FAX. SORP will process all credit card information within 24 hours of collection and will destroy all hardcopy cardholder data once the transaction has been settled successfully. No cardholder data should be transmitted or stored in any hardcopy file, personal computer, e-mail account or other system.

Each SORP Board Member or staff person that is authorized to process credit cards will have a unique username and password to access the payment gateway so that all transactions can be tracked.

## **DISSOLUTION**

The duration of SORP is intended to be perpetual until dissolution. The Society may not be dissolved except by the vote of no less than 80 percent of the membership. Upon dissolution and following the payment of all debts incurred by the Society prior to its dissolution, the remaining assets, funds, and property of the Society shall be assigned and conveyed by the board to one or more organizations with similar purposes and objectives.

## **E-NEWSLETTER**

The Association Manager will send e-newsletters to active members on an as-needed basis, but no more than once per week. The e-newsletter will include a variety of content, such as: news from other organizations, news clippings, job announcements, member news, and news from the Society.

The e-newsletter is a benefit of membership. Non-members occasionally request that SORP post their job announcements, requests for information and requests for proposals. It is SORP's philosophy that any content that benefits members be posted either on the website or in the weekly e-newsletter regardless of the membership status.

When a member or non-member requests information (a query out to the membership), SORP will ask the requestor to compile the feedback they receive into a document for SORP to post on their website. As a result, the request moves beyond a benefit to the individual to a benefit to the profession.

SORP will encourage non-members that seek SORP's assistance to become members to support our efforts to advance the outdoor recreation profession.

## **EXTERNAL THIRD PARTY CONTRACTS**

Third party contracts may be utilized to perform the Society's business functions. These functions can include, but are not limited to, the following services: website maintenance, mail service, accounting, legal advice, fundraising, grantsmanship, newsletter, strategic planning, board development, and membership management.

## **FILLING A BOARD MEMBER POSITION MID-TERM**

In the event that an elected member of the board is unable or unwilling to complete his/her term (due to retirement, resignation, etc.) the board may declare that a vacancy exists and that the remainder of the term may be completed by another member of the Society. Within 14 days of this determination the current President or his/her proxy shall announce the vacancy and solicit candidates via email communication to the full membership. Members will have a 14 day period to

apply for the board position. Prospective candidates will be asked to submit no more than a one page resume and statement explaining what talents or assets they could contribute to SORP. Fourteen days from the President's email request, board members will receive copies of the prospective candidate's resumes and statements. Within seven days of distributing the candidate's materials, the board of directors shall vote either via email or special conference call. The candidate receiving the majority of votes from the current board members will determine the winner. In the event that no candidate receives a majority on the first ballot, a runoff election will immediately take place between the two candidates receiving the most votes. The elected individual will complete the current term but must resubmit his/her desire to run for any future elected positions.

## **FINANCIAL POLICY**

SORP's fiscal year begins on June 1 and ends on May 31. All deposits are credited to the fiscal year in which they are received. All expenses will be charged to the fiscal year in which they are incurred. The fiscal year shall be referred to as FY xx-xx (example: FY 08-09).

It is the policy of SORP to maintain sufficient cash reserves to pay for two years' of operating expenses without additional income. This does not include conference expenses. The Society's cash reserves and related financial processes will be routinely reviewed and coordinated with the five-year business plan to help ensure the long-term financial health of the Society.

The Treasurer shall be chairman of the finance committee. The finance committee will be responsible for submitting a budget for approval to the board of directors. The finance committee shall also make recommendations to board of directors on fiscal policy of the Society. The Treasurer shall have custody of all Society funds and securities and shall ensure that the books belonging to the Society are complete and accurate accounts of all receipts and disbursements; and that all money, securities, and other valuable effects in the name of the Society are deposited in such depositories as may be designated for that purpose by the board of directors.

The Treasurer shall disburse the funds of the Society as ordered by the board subject to maintaining a complete and accurate record of such disbursements. The Treasurer shall have the authority to expend up to \$250 at any one time for Society purposes without specific authorization of the board, provided that such expenditure is approved by the President.

The Treasurer will be responsible for the filing of any tax forms and associated documents.

The Treasurer shall submit to the board an annual listing of all income and expenses. However, the treasury books may be examined by the board at its pleasure.

## **GIFT ACCEPTANCE POLICY**

The board of directors understand the importance of diversifying the organization's financial portfolio through soliciting and securing gifts from individuals, corporations, foundations, and others entities.

The purpose of these policies is to govern the acceptance of gifts by SORP and to provide guidance to prospective donors and their advisors.

## **General Operating Policies**

1. SORP will only accept gifts that complement and advance the mission and programs of the organization.

2. SORP will not accept gifts that are too restrictive in purpose, those that are outside its mission, gifts that expose SORP to adverse publicity, or those that require an unreasonable amount of dollars or time to evaluate, transfer or administer.
3. SORP reserves the right to decline any gift that it believes is not in the best interest of the organization. This may include but not be limited to unexpected responsibilities because of the gift source, condition or purpose.
4. All decisions about a gift acceptance (e.g., restrictions, uses, investments, distribution, and disbursement) require the final approval of the SORP Board of Directors, unless that authority is delegated elsewhere in this Gift Acceptance Policy.
5. SORP will only accept gifts if all incidents of ownership are transferred to SORP with no ownership interest, benefit, assignment, or endorsement inuring to any party other than SORP.
6. The determination of the fair market value of a gift or the lawful amount of a tax deduction is the responsibility of the donor and their legal advisors. Furthermore, any costs incurred to determine the fair market value of a gift (e.g., appraisals) or the lawful amount of tax deduction (e.g., tax attorney fees) is the responsibility of the donor. SORP can provide written verification and description of a gift.
7. Donors may commit the use of their gifts to one of a variety of board-approved programs, needs, or initiatives. Donor commitments should be made in writing such as on a pledge form, in a letter, or in a more formal gift agreement when dealing with a complex gifting arrangement. SORP pledges to honor the donor's wishes. The use of the funds can be changed if both parties mutually agree.
8. Donors are not permitted to have control or decision making authority as to the investment, disbursement, or distribution of their gifts beyond the initial agreement.
9. SORP will maintain a current and accurate gift giving database which includes donor name and contact information, dollar amount, purpose of gift, and other information central to operating an effective fundraising program. This database is confidential, will only be used for internal SORP use, and donor information will be purged after seven years of no additional gift giving.
10. SORP may periodically and publicly recognize donors and their gifts, unless specifically requested by the donor to not do so. Typical recognition venues include, but are not limited to, the SORP newsletter, annual report, annual conference program, website, and the conference banquet.
11. All communication with donors and their advisers, and information concerning donors and prospective donors, shall be held in strict confidence by SORP.
12. All gifts of cash of \$1,000 or less may be accepted by the Development Committee Chair or Association Manager if the gift is judged to be consistent with this SORP Gift Acceptance Policy. In instances of some question, the decision of acceptance passes to the Executive Committee. Cash gifts greater than \$1,000 should be approved by the Executive Committee.
13. Gifts of real property intended for the annual SORP conference auction may be accepted by the Development Committee Chair or conference auction coordinator if the gift is judged to be consistent with this SORP Gift Acceptance Policy. In instances of some question, the decision of acceptance passes to the Executive Committee
14. Whereas gifts of cash or items for the SORP auction are relatively simple transactions, other forms of gifts (e.g., land deeds, insurance policies, equipment, securities) can be

complex and incur costs to evaluate (e.g., appraisal, title search), transfer (e.g., brokerage fees, property taxes), or to administer over time (e.g., monthly annuity payments). The SORP Board should obtain legal and/or financial counsel on complex gifts or gift-giving arrangements. Expenditure of funds to obtain such counsel needs pre-approval of the SORP Board. Final acceptance of non-cash gifts (exclusive of SORP auction items discussed in #13) requires approval of the SORP Board.

15. It is a general policy of SORP that non-cash gifts (e.g., land, equipment, securities) will be liquidated within a reasonable time after their acceptance and receipt by SORP, unless there are compelling legal, financial, or programmatic reasons to retain possession till a later time as agreed to by the SORP Board.

16. The SORP Development Committee will provide leadership on behalf of the SORP Board to (a) to recommend fundraising strategies, activities, programs, and priorities for implementation, (b) to develop and implement a fundraising plan of action, (c) identify potential contacts and prospects, (d) review and/or recommend changes to this SORP Gift Acceptance Policy, and to (e) review and recommend the acceptance or rejection for any complex gift or gift-giving arrangement upon request of the SORP President.

### **Uses of Gifts to SORP**

The SORP Development Committee will recommend categories to where a donor may assign or commit the use of their gifts. These categories may vary for different development campaigns or initiatives, or some categories may be given priority in some cases.

Typical gifting categories include, but are not be limited to, conference sponsorship, student scholarships, student internships, professional development, endowment, honorariums, memorials, special research and policy projects, general operating, staff training and executive loan program.

### **Types of Gifts to SORP**

A gift is defined as any transfer of personal or real property of financial value made voluntarily and without consideration.

Ordinary gifts to SORP include cash (U.S. currency or gold) and real property intended for the annual SORP auction.

SORP may also accept gifts of securities (e.g., stocks, bonds, mutual funds), land or other real property, personal property (e.g., works of art, historic artifacts), life insurance policies, gifts in-kind, and bequests (e.g., wills, trusts). Acceptance of these type of non-cash gifts require careful review and due consideration as addressed in #14 and #15 in the general operating policies section of this Gift Acceptance Policy.

At this time SORP does not have the capability to accept gift annuities without the mutual agreement and support from a third-party entity (e.g., financial institution).

### **Transfer of Gifts to SORP**

Gifts may be transferred to SORP at a specific point in time, by installments, by recurring payments, or deferred to some agreed upon point in time (e.g., death, maturation). Cash gifts may be accepted via online, or by cash, personal check, bank check, or credit card.

### **Donor Naming Opportunities**

One or more donors may establish “named” endowments to memorialize and honor special people, places, events, efforts, or other purposes pursuant with the mission of SORP and these Gift Acceptance Policies.

Donor “named” endowments and their principal funds are intended to exist in perpetuity. The earned interest-income may be awarded annually or thereafter based upon the agreed minimum-award amount, or otherwise the interest is added back into the endowment fund.

Depending upon the agreed level of financial management activity, 1-2% of the annual investment performance may be assessed for administration. Details of the endowment must be mutually agreed in writing and approved by the SORP Board.

Donors shall receive reports annually that identify the endowment funds investment performance, distribution and current value of the fund.

## **LIABILITY INSURANCE**

SORP will purchase Directors and Officers Insurance coverage each year, as well as Special Events coverage for liability associated with the conference. The Association Manager will retain all liability insurance binders. Copies of liability insurance binders will be made available to board members upon request.

## **NATIONAL ADVISORY COUNCIL POLICY**

The SORP Board recognizes the importance of maintaining a strong collaborative national network of outdoor recreation and related professionals to help ensure that the organization’s programs are best serving the outdoor recreation profession, industry, and the American public. The SORP Board strives to accomplish this, at least in part, by the assistance of a group of professional associates referred to as the SORP National Advisory Council.

The National Advisory Council will be comprised of volunteer representatives from government agencies, the outdoor recreation industry, outdoor recreation and conservation special interest groups, professional societies, elected governmental officials, academic programs, and other supporting organizations and citizens who value the benefit of outdoor recreation to the health and vitality of the Nation.

The Council would serve the following purposes:

- Assist the SORP Board to recognize and understand national and regional issues, concerns, trends, opportunities and other social, political and technical changes affecting outdoor recreation in America.
- Provide advice to the SORP Board on its strategic direction, programmatic initiatives, policy positions, board and financial development, membership resources, and activities.
- Help SORP deliver of the Nation’s most professionally enriching annual national conference related to outdoor recreation planning, management, policy and research.
- Help connect SORP to organizations and opportunities where collaboration results in increased effectiveness, efficiency, impact, and benefits to the outdoor recreation professionals and industry.
- Participate in bi-annual conference calls with the full National Advisory Council teleconference calls (September and January) with the SORP Board. Council members may also participate in the monthly board business meeting, annual fall planning meeting and/or the annual national outdoor recreation conference.

Members of the National Advisory Council are involved with, or oversee, the outdoor recreation functions of their agency or organization. As such, their time and effort should be carefully conserved and used by the SORP Board. Members will be maintained and cultivated based upon the following operating standards:

- The President, or their designee, should consult early with a newly appointed National Advisory Council Member to decide the type and level of internal SORP information that is of interest and appropriate, and if the member has a special interest or strength to contribute to SORP (in general or in regard to a specific need or topic).
- SORP Board members and their Association Manager must be careful to not burden the National Advisory Council with excessive or inappropriate information. Involving members in the regular business of running the Society is not a good use of the Council's time.
- The effective utilization of the National Advisory Board requires cultivation. The President, Vice President of Development, and/or other board members should occasionally visit with each member to help them identify where they could be of service to SORP and to get feedback.
- A special SORP National Advisory Council email list will be created to broadcast SORP information from the President or their designee. The SORP President should approve all use of this list.
- National Advisory Council Members are not expected to participate in the routine administrative meetings and matters of SORP. The agendas for the SORP Board meetings should be forwarded for informational purposes. National Advisory Council Members are welcome to participate, as they so desire.
- SORP National Advisory Council Members are volunteers who have added this role to an already full-time position. Thus, SORP will seek out ways to express appreciation (e.g., photo/bio recognition on the website, in conference materials or newsletters; via thank you-letters to supervisors; introductions at the annual banquet; modest travel support if necessary to participate in the annual conference or to attend a special board/National Advisory Council meeting or reception).
- SORP National Advisory Council Members will be offered a first-year complimentary membership.

The National Advisory Council Member's agency or organization may have standards of ethical conduct that govern their official participation. The member will check with their agency or organization in regards to their policy regarding who is responsible for paying travel expenses.

## **MEMBERSHIP CATEGORIES AND DUES**

The Bylaws establish three primary membership categories: individual, institutional, and student/retiree. The board may establish additional membership categories for clear and compelling reasons.

Dues for membership in the Society shall be set by the Executive Committee to ensure fiscal soundness of the organization. The amount of the annual membership dues should be targeted to cover the majority of the Society's operating costs, exclusive of the annual conference. The membership dues should be reviewed annually.

The Executive Board shall have the authority to raise membership dues. The board shall not raise membership dues more than 10% in any given year unless approved by a two-thirds majority of the SORP membership voting in a ballot measure.

The membership dues are:

Individual	\$85
Institutional	\$85 for the first member and \$75 for each additional member
Student/Retiree	\$38

The membership year will start the date that dues are paid and will be active for 12 months.

## **MEMBERSHIP LIST**

It is the policy of SORP to maintain a listing of members of the Society. This listing will be provided at least annually in a membership directory at no charge to members. The membership list is not for sale and will not be posted for general public access.

The board may agree to share the membership list to organizations or businesses who are partnering or cooperating with SORP on a board-approved function or special project. A proposal to use the SORP membership list must be made in writing for board approval and clearly specify (a) the purpose for contacting the SORP members, (b) the time period when members would be contacted, (c) the total number of contacts to be made in that time period, (d) the nature of the contact to be made in terms of phone, fax, email, mail or other, (e) and a sample of the content of the communications to be sent to the members. The SORP Board may charge a modest fee to cover expenses incurred for sharing/processing the mailing list.

## **MEMORIALS AND DONATIONS FROM SORP**

The SORP Board of Directors must approve all memorials and donations to individuals, organizations, and non-political causes on behalf of the Society. Political campaign donations will not be permitted.

## **NON-DISCRIMINATION POLICY**

SORP does not discriminate on the basis of sex, race, color, religion, age, ancestry, sexual orientation, veteran status, or disability.

## **PRIVACY POLICY**

Members may opt out of receiving Society communications and can request that their name not be provided to partner organizations (see Membership List Policy).

## **PROCLAMATIONS**

From time to time, there are situations where there is merit and benefit for the board of the Society of Outdoor Recreation Professionals to make an official proclamation of their organizational philosophy or belief on a particular matter.

A SORP Proclamation is a declarative professional statement giving notice of its position to its members, the outdoor recreation profession at large, public policy and decision makers, and other affected parties. The value and utility of SORP Proclamations are to increase awareness and attention, clarify special meanings, expedite activity, and to influence subsequent decisions, policies and activities affecting the outdoor recreation profession.

SORP Proclamations should be reserved for special occasions and circumstances when such a proclamation may well have demonstrable merit and benefit to SORP and the profession. That is, proclamations are not routine and frequent board decisions.

A SORP Proclamation is not intended to represent the position of any individual member or board member, but rather reflects the collective position of the board as approved by a super majority of the voting members of the board (<66%). Board members who abstain, who may have a conflict of interest, or do not vote for whatever reason, are not considered a voting member for purposes of determining a super majority of the board.

A draft SORP Proclamation should have the endorsement of at least three board members before the draft is submitted for full board consideration for open and rigorous discussion. The draft SORP Proclamation, along with its any supporting materials or information, should be distributed electronically to each board member at least seven days, preferably 14 days, prior to the regularly scheduled board meeting when the draft is on the agenda for discussion.

A draft SORP Proclamation should be accompanied by a brief written proposal. The merit and benefit of any proclamation should be detailed, and a distribution plan should be included in the proposal. The proposal should also include a discussion of any negative consequences from SORP making such a proclamation and proposed steps to mitigate such consequences.

SORP Proclamations are clear concise statements typically following the format of a series of "Whereas" statement(s) (justifications) followed by declarative statement(s) preceded by word "Thus". Typically, SORP Proclamations will not exceed one-page.

## **PROFESSIONAL BEHAVIOR POLICY**

SORP Board members and staff are expected to behave professionally and be good ambassadors for the Society. The professional behavior policy is detailed by the SORP Professional Code of Ethics (Code) and the SORP Conflict of Interest (COI) policy.

All SORP Board members, and other SORP members serving on Society committees, shall annually sign a statement which affirms such person:

1. Has received a copy of the Code and COI policy.
2. Has read and understands the Code and COI policy.
3. Has agreed to comply with the Code and COI policy.
4. Understands the purpose of SORP is charitable and educational, and in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish its tax-exempt purposes.

## **SORP Professional Code of Ethics (Code)**

1. Each member of the board will abide by the policies, procedures and bylaws of the Society and ensure their membership in the Society remains in good standing at all times.
2. The board will conduct the Society's business affairs in good faith with honesty, integrity, due diligence and reasonable competence.
3. As the board may require, no board member shall share, copy, reproduce, transmit, divulge or otherwise disclose, except as required by law, any confidential information related to the affairs of the Society and each member of the board will uphold the confidentiality of the board of directors.
4. The board will exercise proper authority and good judgment in its dealings with its staff, suppliers and the general public, and will respond to the needs of its members in a responsible, respectful and professional manner.
5. No member of the board of directors will use any information provided by the Society, except for the performance of his or her board duties. Further, no member of the board of directors will misuse Society property and will at all times keep such property secure and will not allow any other person not authorized by the board of directors to have and use such property.



6. Each member of the board of directors will use their best efforts to participate in professional development and will perform his or her assigned duties in a professional and timely manner according to the board's direction.
7. Upon termination of service, a retiring board member will return to the Society within 30 days, all documents, reference materials, and other property entrusted to the member for the purpose of fulfilling his or her job responsibilities, such return will not abrogate the retiring member from his or her continuing obligations of confidentiality with respect to information acquired during the course of his or her relationship to the board of directors.
8. The board of directors dedicates itself to serving the needs of the Society and leading by example so that in all things the members of the Society are provided with service excellence in both attitude and action.
9. Above all else, the board of directors must act in the best interests of the Society and not for personal gain or financial enrichment and when encountering potential conflicts of interest, board members will identify the conflict and, as required, remove themselves from the discussion and the vote on the matter.

## **SORP Conflict of Interest (COI) Policy**

### ***Article 1: Purpose***

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

### ***Article 2: Definitions***

#### 1. Interested Person

Any director, officer, or member of a committee with governing board (henceforth referred to as board of directors) delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

#### 2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Society has a transaction or arrangement,
- b. A compensation arrangement with the Society or with any entity or individual with which the Society has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Society is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Article 3, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### ***Article 3: Procedures***

#### 1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the board of directors.

## 2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the board of directors meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board members shall decide if a conflict of interest exists.

## 3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the board of directors meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the board of directors shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the board of directors shall determine whether the Society can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the board of directors shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Society'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.

## 4. Violations of the Conflicts of Interest Policy

- a. If the board of directors has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the board of directors determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### ***Article 4: Records of Proceedings***

The minutes of the board of directors shall contain:

1. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board of director's decision as to whether a conflict of interest in fact existed.
2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### **Article 5: Compensation**

1. A voting member of the board of directors who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.
2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.
3. No voting member of the board of directors or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

### **Article 6: Annual Statements**

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

1. Has received a copy of the conflicts of interest policy,
2. Has read and understands the policy,
3. Has agreed to comply with the policy, and
4. Understands the Society is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

### **Article 7: Periodic Reviews**

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

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

### **Article 8: Use of Outside Experts**

When conducting the periodic reviews as provided for in Article 7, the Society may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

## **RECORD KEEPING**

The maintenance of the Society archive is necessary to support ongoing business and preserve SORP's intellectual capital. A majority of the Society's records will be maintained in an electronic format; however, some paper records may need to be maintained. The Secretary, or the Association Manager, will maintain and store the archive. The preferred format is Adobe pdf; however some working documents (such as budgets) may be stored in their original format.

It is the responsibility of all board members to ensure that new Society records are stored in the archive. Records should be promptly transferred to the archive. Prior to completing their term in

office, board members will ensure that their records have been transferred to the archive. This is especially critical for the Secretary, Treasurer and Conference Chair.

As a service to the membership, all newsletters and the last 12 months of board meeting minutes will be available on the website.

It is important to maintain a specific set of documents to serve future Society needs. At a minimum, the following records will be produced and archived:

- General records: board meeting minutes, annual member roster, bylaws, policies, strategic plans, insurance declarations/coverage, award nominees, resolutions, surveys and results, newsletters, reports, membership letters, and pamphlets.
- Treasurer's records: Fiscal year financial statement, tax returns, audit reports, and IRS communications.
- Conference records: Request for proposals, program, final financial report, attendee roster, evaluation summary, contracts and partnership agreements.
- Student scholarship records: student names, university, amount of scholarship, and any final report or correspondence.
- Donations and gifts: donor names, addresses, contributions, date. The record does not need to include the donated items for the annual silent auction unless retail value exceeds \$250.

## **REFUNDS**

Cancellations must be received in writing via postal service or email. Conference cancellation requests received more than 14 days prior to the start of the conference will receive a refund minus a \$25 cancellation fee. No refunds will be given for cancellations received within 14 days of the start of conference. If minimum attendance numbers are not met, SORP reserves the right to cancel any activity. Refunds will be issued within 30 days after the conference.

Membership fees are fully refundable within the first 60 days of membership if the member is not satisfied with the service received.

## **REIMBURSEMENTS**

Whereas board members will be expected to cover modest expenses incurred as part of their service and contribution to SORP (e.g., routine office supplies, telephone service), board members may occasionally incur substantial expenses to fulfill their responsibilities to the Society. Board members should not assume that their expenses are reimbursable, and it is their responsibility to gain prior approval by the Executive Committee.

NOTE: This policy also applies to SORP National Advisory Council members and SORP members (non-board members) serving on committees at the request of the board. National Advisory Council members will check with their agency or organization in regards to their policy regarding who is responsible for paying non-travel and travel expenses.

### **Non-Travel**

Real, reasonable and substantial expenses may be reimbursed for general operating expenses such as long distance telephone calls, conference calling services, copy services, printing supplies, and other routine and general expenses. Reimbursement for mileage, meal expenses, or entertainment expenses is not normally acceptable, but may be permitted with prior approval by the Executive Committee based upon compelling and unusual circumstances.

Reimbursement pre-approvals, which include a requested maximum amount, should be submitted in writing to the Executive Committee prior to the planned expenditure. Invoices for reimbursement should be in writing accompanied by receipts and submitted to the Treasurer. Pre-approved expenses may be accumulated over several months in order to reduce the burden on the Treasurer, but should be billed out within the same fiscal year.

A record of all reimbursements should be maintained by the Treasurer.

This reimbursement policy will also apply to non-board members of the Society who are serving on a committee at the request of the board.

## **Travel**

Members of the board may travel to attend official meetings of the board and on other official board-approved travel, such as for training, coordination with National Advisory Council members or partner organizations, fundraising, and special projects. Reimbursement pre-approvals, which include a requested maximum amount, should be submitted in writing to the Executive Committee prior to the planned travel expenditure.

Board members are expected to keep travel costs at the lowest level practical; for example, at or below federal *per diem* prices for coach airfare, lodging, rental cars, and other major expense items.

Board members are reminded that travel expenses incurred on behalf of SORP may be tax deductible; therefore, board members are encouraged to consider paying for travel expenses as part of their contribution and service to SORP. In any event, board members are expected to pay out of pocket for minor travel costs such as meals, tips, and incidentals.

Invoices for reimbursement should be in writing accompanied by receipts and submitted to the Treasurer.

## **ROLES AND RESPONSIBILITIES**

The SORP Board members and committees have certain defined responsibilities and expectations which are important to the organization's efficiency and effectiveness. The board shall ensure the fulfillment of these responsibilities and expectations.

### **Board of Directors**

All members of the board of directors are expected to participate in the monthly board conference call (typically two hours in length). In addition, members of the board of directors are also expected to participate in two face to face meetings a year, including a mid-year board meeting (Fall Planning Meeting) and a meeting at the annual conference (see "Board Travel" below).

The Executive Board (also referred to as the Executive Committee) is comprised of the President, Vice President for Operations, Vice President for Development, Treasurer, and Secretary. The President may convene an Executive Board meeting to make decisions or take actions in a timely manner or when the action of the full board of directors is not required. Executive Board meetings are limited to Executive Board members, though other board members and Society staff may be asked to participate, as necessary, to address specific topics and/or issues. Any decisions or actions on the part of the Executive Board will be documented and reported to the full board of directors at the next scheduled board meeting (see Secretary).

#### ***President***

The President shall be the presiding officer of the Society. The President may appoint standing or temporary committees and call meetings of the board of directors or Executive Board to conduct

the business of the Society. The President will chair the Audit Committee. The President serves a two-year term.

### ***Vice President for Operations***

The Vice President for Operations is a member of the Executive Board. In the absence of the President, the Vice President for Operations shall discharge the duties of the President. The Vice President for Operations is responsible for oversight of the membership, communications and nominations functions, and the administration of the Society. The Vice President for Operations serves a two-year term.

### ***Vice President for Development***

The Vice President for Development is a member of the Executive Board. The Vice President for Development is responsible for oversight of the annual awards program, conference committee, financial development, policy (advocacy) development, and board development. The Vice President for Development serves a two-year term.

### ***Treasurer***

The Treasurer is a member of the Executive Board. The Treasurer oversees the management of the organization's finances. He/she will provide periodic reports to the board of directors regarding account balances. The Treasurer will also prepare a detailed financial report at the close of the fiscal year. The Treasurer is responsible for filing the appropriate forms with the IRS. The Treasurer will supervise the invoicing of members and/or agencies for memberships and conference registration.

Upon prior board approval, SORP will pay for any necessary accounting training for the Treasurer. SORP will pay for costs incurred if a newly elected Treasurer needs to meet personally with the out-going Treasurer, in order to receive materials, review account status, and otherwise exchange information needed to successfully carry out the duties of the position. The Treasurer serves a two-year term.

### ***Secretary***

The Secretary is a member of the Executive Board. In the absence of the President and Vice President for Operations, the Secretary discharges the duties of the President.

The Secretary is responsible for keeping a correct record of all proceedings of meetings of the board of directors and the Executive Board and submitting a written summary of those meetings to the board members in a timely manner. Executive Board meeting minutes will be appended to the next monthly board meetings minutes and made available for full board review at that time.

The Secretary oversees the editing, publishing, and distribution of the Society's communications, such as the electronic newsletter, annual report, conference request for proposals and registration materials, election ballots, and annual awards information. The Secretary will chair the Education and Professional Development Committee. The Secretary is responsible for ensuring that appropriate records are filed in the Society archive. The Secretary serves a two-year term.

### ***At-large Board Members***

Six At-large Board Members will be elected by the membership and serve two year terms. At-large board members are expected to serve on committees and special projects as assigned. In general, first-year board members are expected to serve actively on one or more committees or programs. Second-year board members are expected to serve in a leadership capacity on at least one committee, program, or other Society effort. At-large board members are not members of the Executive Board.

## **Board Travel**

All members of the board of directors are expected to participate in two face to face meetings a year, including a mid-year board meeting (Fall Planning Meeting) and a meeting at the annual conference.

*For attending the conference*, it is expected that the board member will request travel support from their employer, the organization they represent, or pay for the cost personally as part of their contribution and service to SORP. If this is not feasible, the Society may help pay the costs of travel (priority will be given to Executive Committee members and the conference chair[s]).

*For attending the Fall Planning Meeting*, all board members are eligible for travel support. National Advisory Council members will check with their agency or organization in regards to their policy regarding who is responsible for paying travel expenses. Any financial support requested must be pre-approved by the Executive Committee.

## **Committees**

Committee members should be members of the Society. Non-board members of the Society may serve on any standing or ad-hoc committee at the request of the board. Additional committees can be created and dissolved by the board.

### ***Audit Committee***

The President will chair the Audit Committee. A three-member committee, which includes the Vice President for Operations and Vice President for Development, will review the Society's financial records from the previous year. The committee will report their findings in writing to the board of directors.

### ***Awards Committee***

The Vice President for Development has overall responsibility for awards process and will serve as the chair if one has not been appointed by the President. A committee of 2-3 members will review applications and make recommendations to the board for approval. Awards are presented at the annual conference.

### ***Membership and Communications Committee***

The Vice President for Operations has overall responsibility for the Membership and Communications Committee and will serve as the chair if one has not been appointed by the President. The Committee will include members of the Society. The committee is responsible for developing a strategy and schedule for Society communications. The committee is responsible for developing strategies to recruit and retain members, and recommending member services and benefits. They will maintain a descriptive profile of SORP members and will track trends in membership. The committee, in coordination with the Association Manager, shall keep an accurate account of the membership.

### ***Conference Committee***

The Vice President for Development has overall responsibility for the planning and execution of the annual conference and will serve as the Conference Chair if one has not been appointed by the President.

The committee has the following responsibilities:

- Develop the conference theme and program.
- Develop a budget. Conference fees will be approved by the board of directors.
- Solicit conference sponsorships and exhibitors.
- Develop a marketing and communications strategy for board approval.
- Develop a registration system and track registration.

- Negotiate contracts and services.
- Organizing, promoting and implementing silent and live auctions.
- Organize staff and resources to carry out the conference.

### ***Development Committee***

The Vice President for Development has overall responsibility for the Development Committee and will serve as chair if one has not been appointed by the President.

The SORP Development Committee is charged with recommending strategies and programs to the full board for:

- (a) Financial development, policy (advocacy) development, and board member development.
- (b) Implementing those strategies and programs approved by the board.
- (c) Providing oversight and accountability for implementation to the board.

### ***Finance Committee***

The Treasurer shall be chair of the Finance Committee. The Finance Committee will be responsible for submitting a budget for approval to the board of directors. The Finance Committee shall also make recommendations to board of directors on fiscal policy of the Society.

### ***Nominations Committee***

The Vice President for Operations has overall responsibility for nominations process and will serve as the chair if one has not been appointed by the President. The committee will nominate officers and at-large board members for Society elections.

### ***Education and Professional Development Committee***

The Education and Professional Development Committee is chaired by the Secretary and includes a member of the Finance Committee, the Student Delegate, and at least one active member. An academic member of the National Advisory Council may also be asked to participate on this committee. This committee focuses on promoting and developing future outdoor recreation professionals and advancing aspiring professionals in their careers by providing training and funding resources.

The committee has the following responsibilities:

- Oversees all SORP scholarship programs including promoting, advertising, selecting recipients, and maintaining accurate records of all recipients and funds disbursed. Individual scholarship programs are reviewed on an annual basis.
- Maintains SORP's Academic Programs webpage.
- Coordinates additional education and professional development related projects and opportunities that become available, such as the Council of Accreditation (COA).

## **SCHOLARSHIP POLICY**

SORP believes that promoting and fostering outdoor recreation and natural resource education is tantamount to helping develop the outdoor recreation professionals of the future. As such, SORP helps cultivate tomorrow's leaders with scholarship programs that encourage and support appropriate educational opportunities and allow recipients to cultivate relationships with today's leaders.

The scholarship policy should be reviewed at least every three years by the Education and Professional Development Committee, though the board can review and vote on changes to the scholarship policy at any time.



All proceeds from the live and silent auctions at the annual conference are used to fund scholarships. The scholarship fund will be reviewed annually and may be supplemented with general funds, if needed and approved by the board.

Student conference scholarship awardees receive a conference fee waiver. The SORP scholarship fund will cover the cost of providing fee waivers to the scholarship recipients.

For each scholarship program, the Education and Professional Development Committee will develop an appropriate scholarship description. At a minimum, the scholarship description will include the following:

- Funding Source/Mechanism
- Criteria
- Process
- Sample Scholarship Form

## **STAFF (PAID)**

The SORP Board may use contracted, paid staff to perform specific Society functions. The board will develop appropriate position descriptions for each staff position. These position descriptions will be appended to the Policies and Procedures Manual and will form the basis of the corresponding employee contract.

The Executive Committee will review and evaluate contracted staff performance on an annual basis at the Fall Planning Meeting or as necessary. The evaluation will be documented and made available to contracted employees of the Society.

## **STRATEGIC PLAN**

SORP will maintain a current strategic plan based upon the Society's Articles of Incorporation, Bylaws, and this Policy and Procedures Handbook. The strategic plan will detail the Society's Mission, Vision, and Goals/Objectives, as well as the key activities and actions to meet the stated goals and objectives in the forthcoming five-year period. The plan should be reviewed, progress reported, and updated annually to reflect the coming five-years at the annual Fall Planning Meeting. In addition to providing a management framework for the Society, the five-year Strategic Plan should also serve as a communication tool to members, the profession, and potential funders (e.g., individuals, corporate giving, philanthropic entities, etc.).

Development of the five-year strategic plan shall begin with committee deliberations prior to the annual Fall Planning Meeting. A reasonably complete draft should be available for board review and discussion at the Fall Planning Meeting. The final five-year strategic plan shall be refined and targeted for approval by the board within two months after the Fall Planning Meeting. The strategic plan will then be reviewed and updated each fall for the next five year period, and targeted for board approval within two months.

The five-year strategic plan should identify a timetable and one or more committee assignments for all actions. A portion of the Fall Planning Meeting will focus on reviewing the progress associated with each approved actions in the strategic plan. Each committee or other responsible person will report progress to the board. Additionally, annual progress will also be reported in the Annual Report.

## **STUDENT DELEGATE TO THE BOARD**

Students also play an important role in key SORP functions, particularly efforts related to education and professional development. However, unlike other professional National Advisory Council

members, SORP student delegates are appointed to serve for a one-year term as a non-voting board member, with the opportunity/expectation of a second-year term at the discretion of the board and interest of the student.

## **TRAINING AND SUPPORT**

SORP recognizes that there are special skills and information which board members, committee members, or staff may need to fulfill their responsibilities. Members and staff may request financial support for training associated directly with their current and future functions. It is expected that any financial support for training will result in real and meaningful improvements to SORP in the near future.

While all board members are eligible for training and support, this policy is particularly relevant for the technical aspects of organizational management such as financial accounting, web-based communications, newsletter development, grantsmanship, fund-raising, computer software, and other technical areas.

## **WEBSITE ADVERTISING POLICY**

The intent of the SORP website is as a service to the membership. In general, advertising tends to detract from this service. The SORP Board may consider the placement of periodic and limited ads on the SORP webpage for specific purposes/opportunities, which may include:

- Conference and other special events
- Conference partners and vendors
- Society sponsors
- Planning consultants (listed in the Marketplace)

All potential ads must be reviewed and approved by the board prior to placement on the website. Ads should be a minor component of the website and will not dominate any one page. The Membership and Communication Committee will be responsible for vetting and recommending potential advertising opportunities to the board.

Any advertising on the SORP website should have a direct benefit to our membership (i.e., they should be specific to outdoor recreation management). These ads should be tasteful and not overly distracting, should not cover or obstruct the view of webpage content, should have an obvious destination (click-through location) and not direct the reader to a site they did not intend to visit. Additionally, no Flash-based ads will be permitted on the website.

# Procedures

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## ANNUAL AWARDS PROCESS

### Schedule

#### **October**

- Prior to Fall Planning Meeting—Awards Committee requests board and National Advisory Council to come up with Leadership Award nominees.
- Fall Planning Meeting—SORP Board discusses nominations for Leadership Award and vote on a “short list” of nominees (possibly a final selection based on majority vote).
- Request for Distinguished Service and Project Excellence Award nominees goes out to all mailing list contacts.

#### **November**

- Mid-November—Board selects Leadership Award recipient (if not done at Fall Planning Meeting)
  - Leadership Award Candidate is contacted by the SORP President, informed of their selection, and expectations

#### **December**

- Mid-December- close of request period for Distinguished Service and Project Excellence Award nominations.
- Association Manager acknowledges receipt of each nomination received and thanks them for participation.

#### **January**

- Awards Committee reviews nomination submittals for Distinguished Service and Project Excellence Award.

#### **February**

- Awards Committee makes Distinguished Service and Project Excellence Award selections
- Submit Distinguished Service and Project Excellence Award selections to SORP Board for full approval (note: *board members will recuse themselves from the vote if affiliated with project or nominee*).
- SORP President to notify all awardees and nominees.

#### **March**

- March 1st—Award production (plaques) initiated and begin developing Awards Committee write-up.

#### **April**

- April 1st—Awards Committee write-up completed.

#### **Conference month**

- Recognition of awardees.
- Grant lifetime SORP membership for Leadership Awardee.
- Recognize Leadership Awardee in program (include photo).
- Press release (*single press release for all awards*) [to be completed by Awards Committee].

#### **Month following Conference**

- SORP newsletter recognition of all award recipients.

- Website recognition of all award recipients.
- President letter to head of organization (*one letter for each awardee*).

### **Key Selection Criteria Common to All Awards**

- Awards Committee encourages host state/region nominations.
- Nominations will be accepted by SORP members and non-members.
- Nominees can be SORP members or non-members.

### **Expectations of Awardees**

- Should be present at conference but not required.
- If awardee is not present, a person should be identified that would be able to accept.
- If time of notification is after early registration, should be afforded early registration rates.
- For the SORP Leadership Award, the awardee will be encouraged to pay for their own their own travel. However, should the awardee require financial support for room, meals, and registration, SORP will provide an additional stipend to cover these expenses (amount will be based on the annual Awards Committee budget and approved by the board).

### **Awards Ceremony**

- The Awards Ceremony should be held during the SORP Conference when most attendees will be present.
- Awards are typically presented by the SORP President.
- The Leadership Award should be the last award given.
- In general, only the Leadership Awardee should be given the opportunity to speak. Leadership awardee is invited to speak for 10-15 minutes.
- PowerPoint with photo should be part of presentation.
- Photos of all the awardees should be taken during award distribution or after the ceremony.

### **ANNUAL REPORT**

A formatted report will be developed that reports on the business of the Society from the previous calendar year. The newsletter will be published in the early spring.

1. Association Manager will solicit content from board members for the annual report.
2. Association Manager will arrange report.
3. Association Manager will work with Secretary to edit and refine report.
4. Once the draft is close to final, it will be shared with the board for edit and comment.
5. Association Manager will post the report on the website and send a message to all persons on the mailing list that the annual report is available for download.

### **BAD EMAIL OR ADDRESS PROCESS**

Since most Society communications are via email, it is critical that each active member's profile include a functioning email address. The Association Manager will make every effort to update bad email and postal addresses of active members.

Undeliverable addresses of inactive members will not be updated unless they connect SORP with important constituencies, such as NASPD, American Trails and SCORP planners.

## **BOARD NOMINATION/ELECTION PROCESS**

1. Prior to being accepted as a candidate, members must consent to being nominated; expectations and responsibilities of board service will be explained; and the candidate will get approval from their supervisor. Detailed information about what board service entails will be provided to each interested person.
2. The committee will seek candidates through personal contact and announcement to the membership at least four months before the annual members meeting.
3. Candidates for nomination will be identified no later than six weeks before the annual meeting.
4. The Secretary will provide ballots to the membership at least two weeks prior to the annual meeting.
5. Ballots will be provided at the annual conference.
6. When the Secretary is up for election, another board member will be assigned to collect the ballots and count the votes.
7. The election results will be announced at the annual business meeting that occurs at the conference.

## **BUDGET DEVELOPMENT AND APPROVAL PROCESS**

The annual budget is a working budget that may be altered by a vote of the board.

1. Finance Committee solicits budget needs for next fiscal year from committee chairs.
2. Finance Committee submits draft fiscal year budget in first quarter of the new fiscal year.
3. Board receives and approves annual budget.
4. Approved budget is attached to the annual report and posted on the SORP website.

## **COMMUNICATION STANDARDS**

1. The Association Manager will forward mail, phone requests, invoices, and other communications received to the appropriate board member(s) within two working days of receipt.
2. SORP correspondence, board minutes, and other archival items will be sent to the Association Manager for filing in the electronic archive as soon as the document is finalized.
3. The Association Manager will send an Excel version of the current membership directory to the board upon request.

## **CONFERENCE PLANNING SCHEDULE**

**REFER TO THE CONFERENCE PLANNING MANUAL FOR RELATED POLICIES AND PROCEDURES.**

## **CONTACT PROCESS FOR MEMBERSHIP RENEWAL**

1. 60 days from membership expiration, member is contacted by renewal email #1 by Association Manager.
2. 30 days from membership expiration, member is contacted by renewal email #2 by Association Manager.
3. 14 days prior to membership expiration, member is contacted by renewal email #3 by Association Manager.
4. On expiration date, member is contacted by renewal email #4 by Association Manager.
5. Within two weeks of expiration, member's status is changed to Expired.
6. Lapsed members are contacted quarterly via the e-newsletter to encourage renewal.

## **JOB POSTING PROCESS**

1. Job postings will be sent to the Association Manager.
2. The Association Manager will send an email to the membership that includes the job posting content.
3. The announcement may also be posted on the SORP website or other SORP-associated social media sites (e.g., Linked In, Facebook, etc.).

## **MEMBER REQUESTS FOR ASSISTANCE**

Association Manager emails the request to the board or the membership, based on the nature of the request.

## **NEW BOARD MEMBER ORIENTATION**

Board orientation is a critical step in getting board members engaged and involved with the Society. New board members will be welcomed by the President and provided with a digital copy of the Society's Bylaws, Policies and Procedures Manual and Strategic Plan. Within 60 days of their appointment, new board members are expected to have reviewed the Bylaws and the Policies and Procedures Manual. Young professionals may need mentoring to understand board expectations.

## **NEW AND RENEWING MEMBERSHIP PROCESS**

1. The Association Manager receives membership applications by US mail, FAX and online vendor. Online vendor generates an auto email to Association Manager and Treasurer.
2. Association Manager contacts member for additional information if the information is incomplete.
3. The Association Manager records the new member in the member database.
4. Within 5 working days of receipt, the Association Manager sends the member an acknowledgement email and a receipt.
5. The Association Manager deposits check within 7 days of receipt.
6. For new members, the Association Manager sends a letter from the president and SORP bookmark by US mail within 10 working days.
7. A board member is assigned to welcome new members with a phone call or email message.

## **PROSPECT LIST**

1. Inactive members and conference attendees.
2. Sponsorship List: industry vendors
3. National Association of State Park Directors
4. American Planning Association planning consultant list
5. NRPA national accredited university list
6. List of SCORP planners
7. Attendee lists from related conferences

## **REVENUE RECEIPT DEPOSIT**

1. Check or credit card payment arrives at Association Manager's office.
2. Within 7 days of receipt, Association Manager deposits check or processes the credit card payment.
3. The Association Manager sends a receipt to the payer.
4. The Association Manager records the deposit in QuickBooks.

## SCHOLARSHIP PROCEDURES

Current SORP scholarship programs are described in the table below. Note, while the Professional Development Grant is available to outdoor recreation professionals (as opposed to students), it is included in the table below because it falls under the purview of the Education and Professional Development Committee.

	<b>Professional Development Grant</b>	<b>Special Projects Scholarship</b>	<b>Student Conference Scholarship</b>
<b>Purpose of program?</b>	To provide financial support to professionals for advancement of their outdoor recreation research, planning, management, and policy development knowledge, skills, and professional leadership.	To provide financial support to higher education students for advancement of their research, planning, management, and policy development knowledge, skills, and professional leadership.	To provide financial support to higher education students for advancement of their research, planning, management, and policy development knowledge, skills, and professional leadership.
<b>Who is Eligible?</b>	Full-time professionals in the research, planning, management, and policy development or closely related fields with a substantial recreation component.	Undergraduate or graduate students enrolled full-time in an accredited research, planning, management, and policy development or closely related degree program.	Undergraduate or graduate students enrolled full-time in a research, planning, management, and policy development or closely related degree program.
<b>Types of supported activities?</b>	Graduate coursework, attend trainings or conferences, policy analysis, special studies, sabbaticals, work exchanges.	Special studies, attend off-campus special training and workshops, graduate research projects, internships, work study, professional mentoring.	To attend and participate in SORP's National Outdoor Recreation Conference.
<b>Amount of support?</b>	Variable, but typically less than \$1,000 per applicant.	Variable, but typically less than \$1,000 per applicant.	\$500 per applicant, a conference fee waiver and a one-year student membership.
<b>Selection criteria?</b>	<ul style="list-style-type: none"> <li>• A clear and compelling statement of career goals related to the outdoor recreation profession.</li> <li>• Degree that the grant will help the person achieve their career goals.</li> <li>• Degree that the grant will be for an activity of consequence to the outdoor recreation profession.</li> <li>• Quality of past work performance and future potential as judged by the current immediate supervisor.</li> <li>• Extent of other contributing financial support or in-kind contributions from other sources (e.g., personal, employer, third party organizations).</li> <li>• Degree that the requested financial support is appropriate and reasonable.</li> </ul>	<ul style="list-style-type: none"> <li>• A clear and compelling statement of career goals related to the outdoor recreation profession.</li> <li>• Degree that the scholarship will help the person achieve their career goals.</li> <li>• Degree that the scholarship will be for an activity of consequence to the outdoor recreation profession.</li> <li>• Quality of past academic performance and future potential as judged by university advisor.</li> <li>• Extent of other contributing financial support or in-kind contributions from other sources (e.g., university, university, third party organizations).</li> <li>• Degree that the requested financial support is appropriate and reasonable.</li> </ul>	<ul style="list-style-type: none"> <li>• A clear and compelling statement of career goals related to the outdoor recreation profession.</li> <li>• Degree that the scholarship will help the person achieve their career goals.</li> <li>• Quality of past work performance and future potential as judged by university advisor.</li> <li>• Extent of other contributing financial support or in-kind contributions from other sources (e.g., university, personal, third party organizations).</li> <li>• Degree that the requested financial support is appropriate and reasonable.</li> </ul>

	<b>Professional Development Grant</b>	<b>Special Projects Scholarship</b>	<b>Student Conference Scholarship</b>
<b>Selection process?</b>	<ul style="list-style-type: none"> <li>Information about the Professional Development Grant posted on the SORP website.</li> <li>Applications may be received at any time.</li> <li>Within 30 days, the committee members will independently review completed applications based upon selection criteria and then convene a meeting (e.g., conference call) to discuss and decide upon course of action based upon a majority vote.</li> <li>If the application is not supported, the Chair will inform the applicant and may suggest ways to strengthen for future consideration.</li> <li>If the application is supported, the Chair will forward a recommendation to the SORP Board of Directors along with the recommended amount of support and disbursement schedule for final approval.</li> <li>The Chair communicates back the applicant as to the disposition of their application, typically within 45 days.</li> </ul>	<ul style="list-style-type: none"> <li>Information about the Special Projects Scholarship posted on the SORP website.</li> <li>Applications may be received at any time.</li> <li>Within 30 days, the committee members will independently review completed applications based upon selection criteria and then convene a meeting (e.g., conference call) to discuss and decide upon course of action based upon majority vote.</li> <li>If the application is not supported, the Chair will inform the applicant and may suggest ways to strengthen for future consideration.</li> <li>If the application is supported, the Chair will forward a recommendation to the SORP Board of Directors along with the recommended amount of support and disbursement schedule for final approval.</li> <li>The Chair communicates back the applicant as to the disposition of their application, typically within 45 days.</li> </ul>	<ul style="list-style-type: none"> <li>The committee updates the scholarship and newsletter announcement at least 5 months before the annual conference.</li> <li>Webmaster posts announcement on website at least 5 months before the annual conference.</li> <li>The Association Manager sends email announcement to all academic and university institutions who are current SORP members at least 4 months before the annual conference.</li> <li>Deadline for submission of applications is 8 weeks before conference.</li> <li>The committee reviews submissions based upon the selection criteria.</li> <li>Committee presents results and requests approval from board.</li> <li>Notice of award will occur no later than 4 weeks before conference.</li> <li>Treasurer pays the recipient the scholarship award at conference.</li> </ul>



	<b>Professional Development Grant</b>	<b>Special Projects Scholarship</b>	<b>Student Conference Scholarship</b>
<b>Contents of application packet?</b>	<p>An application packet is not considered completed until the following items have been received via email by the Chair:</p> <ul style="list-style-type: none"> <li>• A letter from the applicant describing (a) the intended purpose for the support, (b) amount of financial support requested, (c) a statement of career goals, (d) an explanation for how the requested support will be helpful toward their goals, (e) other financial or in-kind service support available if any, and (f) how award might benefit recreation planning in their job responsibility arena or specific project.</li> <li>• Resume</li> <li>• Letter from immediate supervisor addressing quality of past performance and future potential.</li> </ul>	<p>An application packet is not considered completed until the following items have been received via email by the Chair:</p> <ul style="list-style-type: none"> <li>• A letter from the applicant describing (a) the intended purpose for the support, (b) amount of financial support requested, (c) a statement of career goals, (d) an explanation for how the requested support will be helpful toward their goals, (e) other financial or in-kind service support available if any, and (f) how award might benefit recreation planning in their job responsibility arena or specific project.</li> <li>• Resume</li> <li>• Current transcript</li> <li>• Letter from university advisor addressing academic performance and future potential.</li> </ul>	<p>An application packet is not considered completed until the following items have been received via email by the Chair:</p> <ul style="list-style-type: none"> <li>• A letter from the applicant describing (a) the intended purpose for the support, (b) amount of financial support requested, (c) a statement of career goals, (d) an explanation for how the requested support will be helpful toward their goals, and (e) other financial or in-kind service support available if any.</li> <li>• Resume</li> <li>• Letter from university advisor addressing academic performance and future potential.</li> </ul>
<b>Accountability?</b>	Recipient will be expected to produce a summary report or other document which explains how the support was used and what was learned or accomplished.	Recipient will be expected to produce a summary report or other document which explains how the support was used and what was learned or accomplished.	Recipient will be expected to attend, volunteer and participate in SORP annual conference and awards ceremony held during the conference.

## **STUDENT DELEGATE PROCEDURES**

The student delegate application process should be initiated at least three months prior to the National Outdoor Recreation Conference. This will provide sufficient time for both the incoming and outgoing delegates to be present at conference, sharing of information, and making for a more seamless transition.

The application process shall include a detailed resume and letter of interest that is submitted to the SORP Education and Professional Development Committee Chair. The Chair will share and review Student Delegate application materials with other committee members, and then pass along a suggested nomination to the SORP Board for discussion and approval. Past involvement in SORP, either as a conference attendee or volunteer on one of SORP's committees is preferable but not required.

# **Administrative Forms**

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# CODE OF ETHICS AND CONFLICT OF INTEREST DISCLOSURE FORM

## Society of Outdoor Recreation Professionals

The purpose of this form is to ensure the understanding and conformance with the professional behavior policy set forth in the SORP policy and procedures manual. The policy states:

### **PROFESSIONAL BEHAVIOR POLICY**

SORP Board members are expected to behave professionally and be good ambassadors for the Society. The professional behavior policy is detailed by the SORP Professional Code of Ethics (Code) and the SORP Conflict of Interest (COI) policy.

All SORP Board members, and other SORP members serving on board committees, shall annually sign a statement which affirms such person:

- a. Has received a copy of the Code and COI policy,
- b. Has read and understands the Code and COI policy,
- c. Has agreed to comply with the Code and COI policy, and
- d. Understands the purpose of SORP is charitable and educational, and in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish its tax-exempt purposes.

I hereby acknowledge the understanding and the conformance with the SORP Professional Behavior Policy

Board Member Signature: \_\_\_\_\_

Board Member Print Name \_\_\_\_\_

Date of Signature: \_\_\_\_\_

## **Position Descriptions (Paid SORP Staff)**

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# **ASSOCIATION MANAGER**

## **Position Description**

The Society of Outdoor Recreation Professionals (SORP) is a 501(c)(3) Society and the leading society of outdoor recreation and related professionals who strive to protect our natural, cultural, and historic resources while providing sustainable recreation access.

The Association Manager (AM) is responsible, in general, for implementing the policies and procedures set forth by the board. This includes providing membership management services, overseeing routine Society communications with members and the profession, and providing administrative support to the board. The AM is also responsible for keeping electronic and hardcopy records of Society files and records, maintaining an identifiable Society mailing address (including phone and fax), and assisting, as needed, with the financial management of the Society. While not a board member, the AM participates in board and appropriate committee meetings, as necessary, to help facilitate effective management of the Society. The AM serves on the Membership and Communication Committee. The AM is also expected to attend and provide administrative support (such as recording meeting minutes) at the annual board Fall Planning Meeting.

The AM takes direction from and reports to the Executive Committee.

## **Duties and Responsibilities**

The general duties and responsibilities of the Association Manager include, but are not limited to the following:

- Membership Management - maintain and manage membership registration/renewal system, maintain membership database, report membership status to board at monthly meetings, help implement member recruitment and retention plans, and maintain prospects (potential new members, expired members, non-member conference attendees) database.
- Communication - conduct routine communication (phone, mail, email, fax) with members regarding membership status (new, renewal, expiration) and other professionals seeking information about the organization, compile and distribute weekly e-newsletter, take board meeting minutes in the absence of Secretary and/or review meeting minutes, develop (format, edit, distribute) the Society's annual report, email members on significant Society happenings, and update and maintain SORP website.
- Financial Management - receive and deposit fees and other revenues, enter income and expenses in QuickBooks, and provide documents for tax preparation.
- Conference Services - develop and manage conference registration system, coordinate and mail (email) conference promotions, help organize and train registration desk staff (at conference), and provide technical support to committee and at conference.
- Account Management – renew and update SORPs accounts, such as domain names, incorporation, Central Contractor Registration, Directors and Officers Insurance, Event Insurance, and PCI Compliance.

In addition to these general duties and responsibilities, the board may also involve the AM in "special projects." The AM's role and fee on special projects are negotiated and approved separately, as needed, by the board.

## **Qualifications and Desired Qualities**

- Minimum Bachelor's degree
- Familiarity with outdoor recreation stakeholders and issues, as well as past experience relevant to the SORP mission
- Strong communication and interpersonal skills
- Ability to deal effectively with all levels of the organization, as well as outside contacts
- Exceptional organizational skills with strong attention to detail
- Ability to handle multiple tasks simultaneously and prioritize changing tasks and deadlines
- Ability to work well independently and as part of a team
- Strong computer/technical skills; proficiency in Microsoft Word and Excel, QuickBooks, and HTML (preferred)