

Colorado Parks and Recreation Association  
Manual of Procedures  
Revised 3/2/2018

Preface

An important responsibility of the Colorado Parks and Recreation Association, Inc. (CPRA) is to provide opportunities for its officers as well as section and committee chairs to serve the members in the most efficient and productive manner. This Manual of Procedures has been developed to aid the Association in orienting its officers, section and committee chairs to their duties and responsibilities. It is intended to ensure a greater degree of continuity between actions of present officers, section and committee chairs and future officers and chairs.

Officers, section and committee chairs, upon approval of their committee or section members shall make recommendations for revisions to the Manual of Procedures in writing to the Board. The Manual of Procedures is amended by a majority vote of the Board and is to be reviewed annually.

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## I. Board

### A. Executive Board / Advisory Council

1. Purpose: Initiate the duties of the elected officers of the Association and assure continuity toward meeting the goals and objectives of the Association.

2. Duties:

a) Carry out the functions of the Association during and between regular meetings.

b) Coordinate the work of committee and section chairs.

c) Handle all matters pertaining to policy, budget, contracts and legislation related to the Association.

d) Expel association members who violate the aims and principles of the Association.

e) Employ legal counsel as necessary.

f) Contract an Executive Director for CPRA.

g) Elected officers (Board) shall function as liaison to standing and special committees as assigned by the President or as specified elsewhere in this manual.

h) Advisory Council shall function as liaison to their respective sections.

3. Membership of Board: The Executive Board shall be composed of up to seven officers. The Board shall be composed of the Executive Board and Advisory Council (one representative from each section).

a) Officers (Executive Board):

(1) President

(2) President Elect

(3) Vice President

(4) Secretary/Treasurer

(5) Up to 3 At Large Directors

(6) (Executive Director, ex-officio, nonvoting)

b) Sections Represented (Advisory Council):

(1) Active Adult Programming and Services (AAPS)

(2) Aquatics

(3) Colorado Association of Recreation Athletics (CARA)

(4) Therapeutic Recreation Society of Colorado (TRSC)

(5) Directors

(6) Facility Management

(7) Fitness

(8) Parks

(9) P.L.A.a.Y.

(10) Small Communities

(11) Western Slope

c) President

(1) Purpose: To guide and give direction to the Association in all areas of professional involvement.

(2) Duties:

(a) Conduct and chair all business meetings of the Association Board, Advisory Council, and special meetings.

(b) Represent the Colorado Parks and Recreation Association, Inc. on the National Recreation and Park Association Council of State Affiliate Presidents.

(c) Administer and supervise the work of the elected officers of the Association and the Executive Director.

(d) Assist Executive Director with the training and orientation of new Executive Board members.

- (e) Coordinate the work of the Association with agencies in related fields.
    - (f) Stimulate progressive thinking toward the development of high standards of professionalism within the membership.
    - (g) Present Presidents Awards at the Annual Conference to outstanding individuals.
    - (h) Submit a 'President's Letter' to be included in each Byline Magazine printed quarterly.
  - (3) Term of Office: One year, or until successor takes office.
- d) President-Elect
  - (1) Purpose: To assume the duties of the President in the President's absence and automatically to succeed the President at the end of his/her current term of office.
  - (2) Duties:
    - (a) Attend all meetings of the Advisory Council and the Board.
    - (b) Function as the association's parliamentarian.
    - (c) Assume the Presidency if for any reason the President vacates the office.
    - (d) Serve as a representative, along with the President, to the NRPA Council of State Affiliate Presidents.
    - (e) Be responsible for the functioning of and be an ex-officio nonvoting member of standing and special committees, as assigned.
    - (f) Perform other duties as assigned by the President and the Board.
  - (3) Term of Office: One year, or until successor is elected and takes office.
- e) Vice President

(1) Purpose: To assume the duties of the President-Elect during the President-Elect's absence. VP will automatically succeed the President Elect at the end of his/her current term of office.

(2) Duties:

(a) Attend all the meetings of the Board and the Advisory Council.

(b) Serve as CPRA Bylaws Chair and Oversee annual review and updating of Manual of Procedures (MOP). Select committee members to assist as needed.

(c) Coordinate the functioning of standing and special committees as assigned by the President.

(d) Perform other duties as assigned by the President and the Board.

(3) Term of Office: One year, or until successor is elected and takes office.

f) Secretary / Treasurer

(1) Purpose: To keep accurate records of the Association's business proceedings and finances.

(2) Duties:

(a) Attend all meetings of the Board and the Advisory Council.

(b) Record accurate minutes of all Board and Advisory Council meetings.

(c) Keep records of attendance of the Board and the Advisory Council.

(d) Provide approved copy of minutes with appropriate attachments to Association office for corporate files.

(e) Coordinate the annual budget process and present the proposed annual budget to the Board.



(f) Assure that accurate financial records are maintained.

(g) Report the financial status in writing to the Board at specified intervals. Report to be provided by Executive Director in a timely manner prior to Board Work Sessions and Meetings.

(h) Have the financial books audited every other term, with a review in between.

(i) By March of each year with the Executive Director review financial expenditure records of the previous five (5) years and project expenditures into the next two to three (2 - 3) years to develop a financial overview of needs. Such financial plan will be updated and reviewed annually in each March.

(j) During budget process bi-annually, review membership rates as initiated by the Executive Director, and recommend increases/decreases to meet a minimum of 50% of the operating costs of the Association for the following two years.

(k) In accordance with the Investment Policy, work with the Finance Committee to recommend the hiring or replacing of an investment manager; nominate prospective candidates; send RFP to each candidate; review said proposals; and interview candidates.

(l) Perform other duties as assigned by the President and the Executive Board.

(m) Submit an article to the Annual Report to keep the membership updated on the business of the Association.

(3) Term of Office: Two years, or until successor is elected and takes office.

g) At-Large Directors

(1) Purpose: To provide continuity and act as an available resource to the Executive Board.

- (2) Duties:
  - (a) Attend all meetings of the Board and Advisory Council.
  - (b) Assume the role of Secretary/Treasurer if for any reason Secretary/Treasurer vacates office or is not in attendance at official meetings.
  - (c) Performs other duties as assigned by the President and the Board.
- (3) Term of Office: Two years, or until successor is elected and takes office.

h) Advisory Council (Section Representatives)

- (1) Purpose: To serve as liaison between the Executive Board and the respective sections in order to keep communication open with the general membership and to promote the parks and recreation profession.
- (2) Duties:
  - (a) Report to the Executive Board all pertinent information and actions of their respective sections.
  - (b) Keep their respective section members informed of the business affairs of the Association.
  - (c) Assist section chair in preparation of the section budget, goals and objectives and annual report for submission to the Executive Board.
  - (d) Perform other duties as assigned by the President and the Executive Board.
  - (e) Attend all CPRA Board meetings in advisory/non-voting capacity.
- (3) Term of office: One year (or as appointed/elected by their section), or until successor is elected or appointed and takes office.

## B. CPRA Sections

### 1. Interest Sections

- a) Active Adult Programming and Services (AAPS)
- b) Aquatics
- c) Colorado Association of Recreational Athletics (CARA)
- d) Therapeutic Recreation Society of Colorado (TRSC)
- e) Directors
- f) Facility Management
- g) Fitness
- h) Parks
- i) P.L.A.a.Y.
- j) Small Communities
- k) Western Slope

### 2. Section Procedures

- a) Purpose
  - (1) To foster professional development within a specialized area of interest or need.
  - (2) To inform and coordinate special interest areas with the entire scope of services within the profession of parks and recreation.
  - (3) For more information please refer to CPRA Interest Section Leaders Manual, Appendix E.)
- b) Duties of Chair
  - (1) Conduct annual professional development opportunities specific to their section interests.
  - (2) Represent the section on the CPRA Advisory Council.

- (3) Preside at section meetings and perform other duties as required.
- (4) File a copy of the section Bylaws with the Executive Director. Provide annual updates or updated documents when revised, whichever comes first. (For Section Bylaws please see Appendix F. 1.-11.)
- (5) Submit annual report to President and Executive Director prior to the Annual Meeting.
- (6) Prepare and submit budget, goals and objectives to the Executive Director.
- (7) Market to all other Section and Committee Chairs any scheduled event to disseminate information to the general membership and to collaborate on joint workshops and training opportunities. All scheduled workshops and retreats should be listed on the CPRA Master Events Calendar.
- (8) Outgoing Section Chairs will distribute, facilitate the completion of and collect year-end summary reports from each committee or subsection, for the incoming chair. Reports shall be used to assess future needs and goals and to provide an annual report to the Board.
- (9) All outgoing Section Chairs shall commit to a minimum of one transition meeting with each incoming Chair prior to budget submittals each fall. Outgoing Chair is responsible for providing a brief orientation/training for incoming Chair.
- (10) Each Section is to commit to a minimum of one CPRA Web letter article each year.
- (11) In Sections with subsections, Chair is responsible for management and oversight of these sub-sections and their budgets, rulebooks and manuals of procedure. Conflict resolution is the responsibility of the Chair and the Section Board. Changes to these subsection policies and procedures are subject to review by CPRA Board.
- (12) Chairs and Sub-Chairs must be Professional Members of CPRA.

3. Petitioning for New Sections: A potential section must petition to the Board for sectionship as follows:

- a) Presentation of intent to the Board:
  - (1) Work with CPRA Board President and/or Executive Director to request time on the Board Agenda to formally indicate potential member interest.
  - (2) Any number of persons may present the intent to form a section.
  - (3) Include proposed section name and purpose.
  - (4) Discuss how this new section relates to and compliments existing sections and CPRA structure specifically addressing how this Section meets a need that is not already being met.
  - (5) Present the sustainability plan of the Section in the short and long-term. Explain how the Section plans to Fundraise to fulfill its fiscal obligations to CPRA in exchange for administrative and resource support (See Interest Section Leaders Manual in Manual of Procedures for more information).
- b) With Board approval of intent, the section is placed on a six-month probation period. During probation prospective Section may:
  - (1) Actively recruit additional members and support.
  - (2) Begin utilizing CPRA Administrative Support, including use of CPRA Logo, Registration and Survey Resources available only to Sections.
  - (3) Complete and submit to the President a petition for final section approval with a minimum of twenty (20) CPRA members two weeks prior to the conclusion of probation.
  - (4) Develop Section Bylaws in accordance with CPRA Bylaws, using the CPRA Section Bylaws Guidelines included in this manual. Copies of Section Bylaws must be reviewed and recommended by the CPRA Vice President whose responsibility will be to then forward to the Executive Director two weeks prior to the Section's final presentation.
- c) Final presentation to the CPRA Board

- (1) Initiated at conclusion of probation period.
- (2) Petition and Bylaws presented.
- (3) Final justification of Section worth, indications that it has fostered and served a purpose over the last six months, and that the Section has a significant purpose in the future of CPRA.
- d) Board acts upon the final approval of Section status.
- e) Upon approval, new Section must schedule a meeting with CPRA Executive Director within 30 days of sectionship to review relevant policies, procedures and expectations.
- f) Should a Section not be approved, all CPRA Resources, electronic or otherwise, must be returned to CPRA immediately.

C. Special Committees – (i.e. Task Forces, etc.)

1. Structure

- a) Chair appointed by Board President, with approval of the Board.
- b) Committee members may or may not be appointed by the Chair, as needed.
- c) Special committees shall function until dissolved by the Board President with approval of the Board.
- d) Outgoing Committee Chair will distribute, facilitate the completion of and collect year-end summary reports from each Committee or subsection, for the incoming chair. Reports shall be used to assess future needs and goals and to provide an annual report to the Board.
- e) All outgoing Committee Chairs shall commit to a minimum of one transition meeting with each incoming Chair prior to budget submittals each fall.

2. Purpose

- a) Handle special, usually short-term, functions or projects for CPRA, which would not fall within the duties of the Board or a Section.

3. Duties

- a) Carry out instructions given by the Board to complete the task or project.
- b) Keep the Board President and Executive Director informed of the status of the projects.
- c) Submit a written report to the Board President and Executive Director at the end of the project.
- d) Outgoing Committee Chair will distribute, facilitate the completion of and collect year-end summary reports from each committee or subsection, for the incoming Chair. Reports shall be used to assess future needs and goals and to provide an annual report to the Board.
- e) All outgoing Committee Chairs shall commit to a minimum of one transition meeting with each incoming Chair prior to budget submittals each fall.

D. Section Bylaw Guidelines: Following is a general Bylaws draft designed to be modified to meet your section's requirements. The essential aspect of this outline is to include everything under the nine articles listed, and to include all nine articles in your Bylaws. (For Section Bylaws please see Appendix F. 1.-11.)

Article I. Name and Affiliation

Section 1.01 The name of this section shall\* be \_\_\_\_\_ (title).

Section 1.02 The section shall be affiliated with the Colorado Parks and Recreation Association according to the qualifications for sections in the CPRA Bylaws, Article X. (name of section) shall be designated as a (n) (interest/special) section.

Section 1.03 Nothing in these Bylaws shall be interpreted as being in conflict with the current CPRA Bylaws.

Article II. Purposes and Objectives (Each section must develop its own purposes and objectives, to be stated as concisely as possible no more than 3 are recommended).

Article III. Membership

Section 3.01 For use by interest sections:

- (a) Membership in this section is open to all CPRA members who have and interest in (specifics of section).
- (b) Membership in this section may include, but is not limited to (list related fields, etc. as applicable).

Section 3.02 For use by special sections:

- (a) Membership in this section is (choose one)
  - (i) By department rather than individual.
  - (ii) Limited to (state geographic limitations).
  - (iii) Limited to (state nature of specific group).

Section 3.03 (State any additional qualifications for membership).

Article IV. Officers

Section 4.01 Officers of this section shall be: (list: Section Representative should be included.)

Section 4.02 Officers' terms shall be one year. The term shall begin with election at or prior to CPRA annual meeting and shall continue until a successor is elected, unless the office is vacated. \*The word "shall" is to be used consistently throughout the Bylaws.

Section 4.03 Duties of officers: (following are examples of officers and duties)

- (a) Chair: The chair shall act as presiding officer at all meetings and call special section meetings at such times and such places as are appropriate. The Chair shall appoint such committees as are found necessary or desirable to conduct section business. The chair shall serve as ex-officio member of all section committees and shall be the section's representative on the CPRA Advisory Council.
- (b) Vice-chair: The vice-chair shall act in the absence of the chair and, in the event of a vacancy in the office of chair, shall assume that office for the unexpired term. The vice-chair shall perform other duties as assigned by the chair. (The vice-chair may be a chair-elect.)
- (c) Secretary: The secretary shall be responsible for keeping accurate records of the section business, for sending proper and timely notices of meetings to the section membership and maintaining a current roster of members. The secretary shall compile, under the chair's direction an annual report to be submitted to the CPRA president at the CPRA annual conference, and shall perform other duties as assigned by the chair.
- (d) Section Representative: Section Representative shall report all pertinent information and actions of this section to the Board and keep the section members informed of the business affairs of the Association.
- (e) NOTE: It is recommended that the past chair of the section remain active in the decision making process for one year. This should be indicated as a section of Article IV.

Article V. Election of Officers

Section 5.01 Election of officers may be done in either of two ways as stated below.

- (a) Election of officers shall be by secret ballot by a majority of the members present at the Annual Meeting.
- (b) Election of officers shall be by secret ballot e-mailed to all section members and by a majority of the members returning that ballot. Election of officers shall be held prior to the end of the CPRA Annual Conference. (Section must contact CPRA at least 3 weeks in advance to set up the electronic ballot)

Section 5.02 Nominations for all offices shall be accepted (choose one:

- (a) at the section's annual meeting.



(b) by the chair prior to the section's annual election.

(c) by the nominating committee as outlined in Article VII.)

Section 5.03 In the event that a vacancy occurs in the office of vice-chair (chair-elect), a special election shall be held to fill the office. (Chair may appoint replacements for other officers or hold an election)

Section 5.04 Section Representative may be appointed or elected. Sections must address this in their Bylaws in this section. The Section Representative must have served on the Advisory Council for one term as the chair of that section.

Article VI. Meetings

Section 6.01 Regular meetings shall be held as necessary to conduct section business. Notification of regular meetings shall be given to section members through the Section Web Page, the CPRA master calendar, the monthly web letter or through e-mailed notification. The annual section meeting shall be held prior to the end of the CPRA annual conference.

Section 6.02 Special meetings may be called by the chair or by a majority vote of the section membership. The purpose of a special meeting must be clearly stated and submitted in writing to the total section membership at least 20 days prior to the special meeting date.

Section 6.03 The section shall conduct a minimum of two meetings each year in addition to sponsoring a minimum of two (2) workshops/activities.

Section 6.04 Each member shall have one vote.

Section 6.05 A quorum shall be those section members present at a properly called section meeting.

Section 6.06 Proxy voting shall not be accepted on any issues.

Article VII. Committees

Section 7.01 The chair shall appoint special committees as required.

Section 7.02 (List committees and give duties, if applicable.)

Article VIII. Amendments

Section 8.01 These Bylaws may be amended, repealed, or altered in whole or in part by a majority vote of the section membership.

Section 8.02 Proposed changes must be submitted to the CPRA Vice President for tentative approval prior to approval by the CPRA Board.

Section 8.03 Amendments must be approved by the CPRA Board prior to voting by the section membership.

Section 8.04 Amendments must be submitted in writing and distributed to the section membership 45 days prior to voting on said amendment.

Article IX. Authority

Section 9.01 Robert's Rules of Order, shall be the parliamentary authority at all section meetings.

Section 9.02 Article X of the CPRA Bylaws shall be the authority for section qualification, dissolution, and revision.

## II. Budget

### A. CPRA Budgeting Guidelines and Procedures

This manual is intended to provide general direction to the preparation and management of the Association's annual budget, short-term and long-term financial plan. The Secretary/Treasurer of the Association is responsible for ensuring compliance with the budget policies in formulating the budget proposal for the Board and in overseeing the day-to-day management of the budget by the Executive Director. The Executive Director is responsible for insuring expenditures are in compliance with the approved line item budgets, maintaining a positive cash flow unless otherwise approved by the adopted budget, and reviewing the status of the budget with the Secretary/Treasurer on a monthly basis.

#### 1. Authority Control

- a) Executive Director authorizes all checks except payroll checks payable to the Executive Director.
- b) President or Secretary/Treasurer (as official signers) sign checks to the Executive Director and "audits" revenue and expenditures quarterly.
- c) Checks over \$10,000 will need prior review by the Secretary/Treasurer but still can be signed by the Executive Director. A written notification of expense should be sent to Secretary/Treasurer and/or President for approval within one week of receipt.
- d) Secretary/Treasurer will review office books and receipts at random intervals. (No less than quarterly.)
- e) Secretary/Treasurer will review all bank accounts every 2-3 years to ensure fees are appropriate, and relationship with financial service providers is in good standing,
- f) Withdrawals from the Reserve Fund require Executive Director and Secretary/Treasurer signatures.
- g) Committee and Section chairs are to submit requests for payment by budget line items.
- h) Year-end report and income tax return are to be submitted by the Executive Director to the Board when they are completed/billed.

i) Audits and reviews will be done in alternating years. Include here bank account fees & services.

j) Financial reports are to be provided to the Board by the Executive Director at every scheduled Board meeting, or as otherwise requested by the Board

k) A committee composed of the Secretary/Treasurer & Executive Director shall meet at least annually to review the financial status of the Association and present a report of its findings at the 1<sup>st</sup> quarter meeting of the Board, as designated by the Executive Director and the Board, along with recommendations for amendments to these policies and/or corrective actions needed to ensure compliance with these policies.

## 2. Finance Committee

The Finance Committee is fiduciary, and is responsible for directing and monitoring the investment management of the various fund assets on behalf of CPRA. As such, the Finance Committee is authorized to delegate certain responsibilities to professional experts in various fields. These include, but are not limited to Investment Management Consultant, Investment Manager, Custodian, and additional specialists.

It is anticipated that the services of a registered investment manager may be sought to manage portions of the Long-Term Reserve and/or Endowment Funds. The following procedure shall be followed to engage a new or replace a current investment manager.

a) The Secretary / Treasurer and the Finance Committee will recommend the hiring or replacing of an investment manager to the Board of Directors.

b) The Secretary / Treasurer and the Finance Committee will nominate prospective candidates and send a “Request for Proposal” to each candidate.

c) The Secretary / Treasurer and the Finance Committee will review proposals and interview candidates to determine appropriate investment manager(s).

d) The Finance Committee will make the hiring recommendation to the Board of Directors, who shall have the final approval.

## 3. Reserve Fund

A Reserve Fund shall be maintained in an amount equal to 3-6 months of the annual Operating Budget that includes all expenses for Administration, Office, and Committees. Such fund shall be invested in high yield securities without risk of principal and with at least 50% of the reserve available without early withdrawal penalty. Up to 10% of the reserve may be carried as an "Operating Balance" in the checking account to cover cash flow requirements. In years where the association has experienced a positive net, additional funds may be placed in a savings account in the form of short term reserve. These funds will require Board approval for expenditure on special projects. The Executive Director shall monitor cash flow demands closely and maximize interest earnings by keeping funds in interest-bearing accounts until needed. All interest earnings from the Operating Balance and the Reserve Fund shall be treated as general revenues and be allocated in the annual budget process for necessary additions to the Reserve Fund, special projects, or capital program needs. The Reserve level should be adjusted annually during the budget adoption process. The reserve fund is the only contingency account allowed and is intended to cover all activities of the Association.

Established in 1987, the CPRA Reserve Fund is presently invested in a mutual fund comprised of U. S. Government Securities.

a) It is recommended that these funds not be withdrawn except under the following circumstances:

(1) CPRA budget emergency

(2) A moderate to low risk investment opportunity which would compensate for any withdrawal penalty.

4. Investment Policy

a) General provisions for investments are included in this MOP in the Reserve Fund section above. A detailed Investment Policy was developed to both support the long-term financial sustainability of the organization, as well as meet the changing needs of the organization. (See Addendums – Investment Policy)

5. Capital Expenditures

a) Any funds in excess of the requirements for the annual budget and for the reserve fund may be allocated to a capital program. The capital program should be a 3 year projection of needs, reflecting long-term goals, but shall be subject to appropriation each year by the then current Board. The approximate level of the Capital Program should be 5-10% of the Operating Budget as defined above. Capital acquisitions should serve a broad spectrum of the Association, although a narrow purpose may be approved if special funding related to a narrow purpose is secured e.g. grant, section fund raiser, etc.

6. Trust Accounts

a) Trust accounts may be established for long-term projects that require the accumulation of funds over a number of years. Requests to create a trust account must be submitted to the Board along with a "Charter" for the fund describing the purpose, sources of funds, duration of the fund, and provision for termination and disbursement of any remainder once the purpose is either completed or abandoned. Trust Accounts may not be used as contingency funds. (See Item 8, Scholarships)

7. Administrative Services

a) Administrative services from the CPRA office will be provided in an equitable fashion to all Sections and Committees of CPRA. If, in the opinion of the Executive Director, a Section or Committee is consuming a disproportionate level of such services, the Executive Director may recommend either the initiation of a charge-back or the securing of outside services by the Section or Committee. Activities that are not member services should be charged a fee to cover the cost to the Association.

8. Operating Budget Revenue Base

a) CPRA operates with a cost recovery rate of 110%.

b) The membership dues structure will be revised and updated biannually so that membership dues revenue will provide 50% of the Association's annual Administrative Operating Budget.

c) CPRA Sections will generate net revenues equal to 10% of the Association's annual Administrative Operating Budget.

d) CPRA Sections within Professional Development will generate net revenues equal to 20% of the Association's annual Administrative Operating Budget.

e) Professional Development will generate net revenue equal to 30% of the Association's annual Administrative Operating Budget. This pertains to workshops, trainings, and conferences.

9. Fundraisers

a) CPRA fundraisers should be for a broad-based purpose (e.g. Scholarships, Resource Center, etc.). Generally, the Board will support fund raising efforts for activities that are for the overall enhancement of Parks and Recreation services and image or the profession throughout the state (e.g. Resource Center, Tree Planting, Scholarships). Fundraisers ancillary to the Annual Conference are considered conference/workshop related and are a function of the Conference/Workshop Committee.

10. Scholarships and Grants

a) All scholarships are awarded through the Scholarship and Grants Committee and funded based on revenues from earmarked funding sources, e.g. CPRA Basket Auction. Sections may augment the basic scholarship program through fundraisers. It is recommended that these funds be clearly designated for their purpose (Aquatics, CARA, Parks, etc.).

11. Section/Committee Budgets

a) Section/Committee budgets, including designated fees for CPRA Administrative Support should be supported by Section/Committee generated revenues.

b) Exceptions may be allowed for newly created sections for the first two years of their existence.

c) Section workshop fees must cover all administrative costs to run the workshop plus 10%. This includes mailings, publicity, speakers, meals and mileage. (See additional information under "Budget Preparation Directions," item #2, in this manual.)

d) CPRA sections and special committees are to generally charge 20% higher fees for non-members to register to attend CPRA sponsored workshops, seminars, and conferences.

e) Section officers will determine the fee structure and may grant exceptions to recognized related professional groups who offer reciprocal services.

f) All payment requests for budgeted items for the previous year must be received in the CPRA office by December 15<sup>th</sup> of that year to be included in that year's budget. Payments received after December 15 will be coded to the next year.

12. Special Revenue Sources

a) Grants and other onetime revenues will be used for onetime projects or special programs only, and will not be used for Operating Budget requirements.

13. Conferences and Workshops

a) Compensation for non-CPRA members:

(1) Mileage will be paid at the current IRS approved rate.

(2) Meal expenses will be paid based on current per diem rates per area travelled.

(3) Airfare reimbursement will be coach rate unless the Board approves special circumstances.

(4) Lodging is provided as applicable and is expected to be in the most economic option for the area.

(5) Advance payments are usually not made. Advance payment of speakers and other expenses must be approved by the Event Chair and the Executive Director.

b) Compensation for CPRA members:

(1) In most cases no compensation will be paid to CPRA members for speaker fees, meals, transportation or lodging. Any exceptions to this must be approved by the Professional Development Manager or Executive Director.

(2) Event chairs may offer no cost registration or meals in lieu of payment for a speaker to attend the event they are speaking at.

14. Contractual Agreements

a) To enter into contractual agreements with other parties for service, facility use or materials, must seek approval of Executive Director and/or Professional Development Manager.

15. Refund and Cancellation Policy

a) Annual conference, professional development workshop, and Section/Committee training and workshop refunds will be given as follows (this includes refunds/cancellations for payments such as credit card payments, open invoices, bill me options, and/or pending payments):

(1) Cancellation requests made 11 days or more prior to event – full refund.

(2) Cancellation requests made 10 - 6 days prior to the event - full refund less 15% service charge.

(3) Cancellation request made 5 - 0 days prior or after the event - no refund. This is due to purchases and planning of food, training materials, etc. Registration substitutions or switching may be available upon request. Emergencies or other extenuating circumstances may be approved for a refund by the Executive Director or Professional Development Manager.

b) CPRA reserves the right to cancel and CPRA or CPRA Section/Committee professional development training, workshop, conference or meeting at any time due to weather, low attendance, etc.

(1) Attendees will be notified as soon as possible.

(2) If we are able to reschedule the event, we will do so and carry over and accept prior registrations for the new event date.

(3) If we are unable to reschedule, a full refund will be issued to registrants.

16. Exhibitors

a) Non-CPRA member exhibitor rates will be 50% higher than member exhibitor rates. (Note: An exhibitor may purchase a membership at the time of exhibiting for half the current commercial CPRA membership rate and receive the CPRA member exhibitor rate.)



## B. CPRA Sections: Budget and Goal Setting

One of the primary responsibilities of Section/Committee chairs is to prepare the annual budget/goals and Objectives after attending a mandatory Budget Planning meeting with the Executive Director and Secretary/Treasurer. Because of the short time available to prepare and submit the information, the current chair of each section or committee should be consulted in the collection of information for the budget and goals and objectives. Complete both forms. The Secretary/Treasurer and Executive Director are both available to assist you with any questions. Budget preparation information is enclosed, along with a budget request form. Develop your goals and objectives for the coming year and prepare your budget based on those plans. You may find it helpful to review your committee's previous year's budget. Do not assume that the previous year's budget is a firm pattern of your year; use it only as a guide. It has been said often and correctly that a budget is a statement of priorities (goals and objectives) expressed in numbers.

### 1. General Guidelines:

a) All committees and sections should strive to keep costs as low as possible, while providing quality services to their members. Any proposals to expand services should include proposed sources of revenue to support the new service.

### 2. Revenue Producing Committees and Sections:

a) In planning activities, every effort should be made to avoid a negative cash flow. Year-to-date revenues should exceed or equal year-to-date expenses on a month-to-month basis. Any deviations from a positive cash flow must be approved in advance as a part of the budget submittal.

b) In order for the association to have a more predictable, consistent Operating Budget, all sections and revenue producing committees will be expected to generate a net profit.

c) A profit target, which will be discussed by the CPRA Secretary/Treasurer at the Mandatory Budget Planning Meeting, will be established for each section based on the following criteria:

(1) Meet last year's excess of revenue over expenses as a minimum.

(2) The section's actual budget performance over the preceding 3 years.

- (3) Current association needs: Special circumstances (new programs, unforeseen problems, etc.)
  - (4) 110% Cost Recovery
    - d) Specific target will be discussed by Executive Director and/or Secretary/Treasurer and section/committee Chair. Board will resolve any disagreements.
    - e) Committees and sections must meet budget goals prior to any funds being allocated to trusts, grants, scholarships, or any special use.
    - f) The Board has established certain goals for the year. Committees and sections should structure their individual budgets so they match or compliment these goals.
    - g) You must generally charge 20% higher fees for non-members to register to attend CPRA sponsored workshops, conferences, and seminars. Section and committee officers will determine fee structure and may grant exceptions to recognize related professional groups who offer reciprocal services.
    - h) Expense in excess of approved budget must be pre-approved by the Board through supplemental budget process during current fiscal year.
3. Discrepancies: Discrepancies arising between submitted budgets and those recommended by the Board will be arbitrated by the Treasurer prior to the Board's December meeting.
4. Reports: The CPRA Office will provide you with a monthly report to ensure compliance and assist in yearly planning.
5. Request for Payments: All payment requests for budgeted items for the previous year must be received in the CPRA office by December 15<sup>th</sup> of that year to be included in that year's budget. Payments received after December 15 will be coded to the next year. (For Request for Payment form, please see attached Appendix E. 1.)
6. Guidelines to Using the CPRA Accounting Process

- a) The CPRA accounting process is based on two sets of designations: first, your section/committee name; second, the activity name for income or expense. Lists of these designations are provided in the CPRA Chart of Accounts (See Appendix). An example of a section/committee is: Directors Section. An example of an income activity is: Fees/Project Income. An example of an expense is: Speakers and Honorariums. Prepare your budget using these designations; use the same budget designations to deposit revenue or to request expense payments. For the accounting system to be accurate and reflect your income and expenses correctly, you must always use the same designations for the same project or activity.
- b) When turning in revenue representing income (check or cash) from a workshop, program, or fund raiser, summarize the income totals on a Revenue Report form and indicate your section/committee name and the activity name to which you want it deposited. Account designations used should be the same as the account designations you used in preparing your budget. If the CPRA office is receiving registrations or program income then no revenue report is needed because the chair has a pre-arrangement for this with the office.
- c) When requesting a check to be cut for an expense incurred in carrying out your activities, please complete a Request for Payment form indicating your section/committee name and the activity name you want charged for this expense. Account designations used should be the same as the account designations you used in preparing your budget.
- d) When requesting a refund for someone not able to attend a workshop or program, please do so using a Request for Payment form and the refund expense designation. Refer to the CPRA Refund Policy for clarification.
- e) Please do not have a vendor send an invoice for an activity expense directly to the CPRA office. This circumvents the chair indicating which account designations are to be used and also eliminates form documentation if there is ever a discrepancy.

f) Each month you will receive a report showing your financial activity for the month, for the year, and its relationship to your approved budget. Even though you might keep backup figures for yourself to help keep track of a program or event, the monthly report for your section/committee sub-account represents the authorized and final figures. Therefore, it is the chair's responsibility to stay in control of his/her budget on a monthly basis and to make sure the CPRA accounting system figures always match his/her own.

g) Upon receiving your monthly Profit and Loss Budget vs. Actual report, all chairs should:

(1) Immediately compare the report figures to your copies of that month's Revenue Reports and Payment Requests to make sure they match.

(2) Contact the CPRA office immediately with any discrepancies.

### III. Policies

#### A. Personnel Policies

The following policies will serve as official Association policy concerning pay scales, benefits and work rules for all employees of the Colorado Parks and Recreation Association. Unless otherwise noted, these policies are effective the day of adoption and will be enforced by the Association President, Executive Director (ED) and Executive Board (Board). These policies are subject to change only by formal review and approval of the Board. Decisions or interpretations by the Board will be final.

##### 1. CPRA Administrative Support

a) For CPRA administrative support fee of outside of CPRA please refer to Appendix G.

##### 2. Investment Policy

a) For CPRA's Investment Policy please refer to Appendix H.

##### 3. Compensation and Pay Scales

a) During the annual budget process, the ED will be given written notification of salary and compensation for the coming year.

b) Compensation for all other CPRA employees will be assigned by the ED, with approval of the Board. The ED will compute and submit this information to the Board in conjunction with the annual budget process.

c) Note: All other employees are required to sign the CPRA Employment Agreement, which covers compensation, evaluation, FLSA, benefits, etc.

4. Employee Performance Evaluations

a) An annual review of the ED's performance will be conducted in accordance with the CPRA Executive Director Compensation Policy.

b) The ED will conduct an annual performance review of all other staff. New employees should receive a written evaluation within six (6) months of their date of hire.

c) The ED will be responsible for establishing and maintaining permanent personnel files for all Association employees. As a minimum standard, these files should contain the following: employee evaluations, employment applications, employment agreements, employment eligibility verification (I-9), W-4 forms, and leave records.

5. Benefits

a) Mileage Reimbursement

(1) The ED will be reimbursed for transportation expenses while conducting Association business. This benefit is subject to annual appropriation. Automobile mileage will be reimbursed at the current Internal Revenue Service rate. The ED is responsible for appropriate documentation of monthly mileage claims.

(2) At the discretion of the ED, other staff may also be reimbursed for mileage subject to annual appropriation.

b) Paid Annual Leave

Paid annual leave will be granted to the ED and any employee working thirty hours or more per week per the following schedule:

(1) 1 through 5 years service 10 days (80 hours) per year

(2) 5 through 10 years service 15 days (120 hours) per year

(3) More than 10 years service 20 days (160 hours) per year

(4) Full time employees (FTEs) may accumulate unused annual leave, not to exceed twenty-five (25) days. FTEs will be paid their current rate of salary for all unused leave upon separation from the Association. Requests for leave by the ED must be approved, in advance, by the Association President. The ED will establish and maintain a permanent record of leave earned and taken. ED approves all other leave requests. Paid leave must be scheduled so as to minimize impact on normal business hours.

(5) Employees whose regular jobs are designated at 15-29 hours per week will be granted five (5) days paid leave per year. (Leave benefit will be effective six (6) months after the employee's date of hire.) Leave not taken during the calendar year earned will be forfeited.

(6) Need to outline how annual leave is accrued.

c) Sick Leave

(1) Sick leave will be granted to the ED and employees whose regular jobs are designated at thirty hours or more per week, at the rate of one day (8 hours) per calendar month, for a maximum of twelve days (96 hours) per year. (Leave is credited on the tenth day of each month.) Maximum allowable accumulation of sick leave is ninety (90) days.

(2) Employees, whose regular jobs are designated at 15-29 hours per week, will be granted a maximum of five (5) days of sick leave per year, effective upon date of hire. Employees in this category may accumulate up to ten (10) days sick leave.

(3) No CPRA employee will be compensated for unused sick leave.

(4) Sick leave will be used only for illness, injury, doctor's appointments, and illness or injury to immediate family. Immediate family will be defined as spouse, children, father, mother, or relative living in the same household as the employee.

d) Holiday Pay

(1) The Executive Director and employees, whose regular jobs are designated at thirty hours or more per week, will be granted the following paid holidays:

- (a) New Year's Day
- (b) Labor Day
- (c) Martin Luther King Day
- (d) Veterans Day
- (e) Presidents Day
- (f) Memorial Day
- (g) July 4th
- (h) Thanksgiving Day
- (i) Day after Thanksgiving
- (j) Christmas Day

(2) Holidays occurring on a Sunday will be observed the following Monday. Those which occur on Saturday will be observed the preceding Friday. The CPRA office will be closed for business on these holidays.

(3) Employees whose regular jobs are designated at 15-29 hours per week are not eligible for holiday leave, but may choose to use paid leave, if available.

e) Personal Leave

(1) The ED and any employees, whose regular job is designated at thirty or more hours per week, will also be granted two personal leave days. Personal days must be used during the calendar year in which accrued and may not be accumulated and are not subject to reimbursement upon separation from employment. Personal leave should be scheduled so that normal office hours are not disrupted.

(2) Need to outline how personal days are accrued.

f) Administrative Leave

(1) It is recognized that the ED will periodically devote time outside normal work hours on CPRA business, and to that end, may request administrative leave, not to exceed 40 hours annually. This leave is neither accumulative nor transferable to the next year.

g) Travel

(1) Reasonable and necessary costs incurred for overnight official business travel outside of the Denver metropolitan area to attend meetings, conferences or training sessions as approved by the Board will be paid by CPRA as set forth below.

(2) Air Fare: Payment for air travel will not exceed coach rates.

(3) Meals/Incidentals: Per Diem paid at current IRS rate.

(4) Lodging: Lodging accommodations will be reimbursed at the actual rate for a single standard room, including tax.

(5) Miscellaneous costs: part of Per Diem rate

(6) Exclusions from Reimbursement:

(a) Entertainment, travel insurance, alcoholic beverages

h) Conference Registration

(1) The Executive Director shall have the choice of attending the NRPA Annual Congress or the Colorado Society of Association Executives Conference as a benefit of employment with CPRA. Conference registration and related expenses will be paid by CPRA

6. Fair Labor Standards Act (FLSA)/Compensatory Time/Overtime

a) The position of ED is considered exempt from FLSA guidelines and is not eligible for compensatory time or overtime pay.

b) All other paid positions are considered non-exempt and shall be compensated for hours actually worked (productive time) in excess of 40 hours during a Monday-Sunday time period. Productive time is the time which an employee actually works, as opposed to being on paid leave, sick leave, etc.



c) Based on FLSA guidelines the hiring organization has the right to designate the form of compensation. In this case, CPRA will compensate non-exempt employees 1.5 hours paid time off, for every hour of compensatory time earned. This compensation is based on a 40 hour week and not a daily shift. CPRA does not pay overtime.

d) This information should be communicated to employees during the hiring process and is mentioned in the CPRA Employment Agreement.

B. Code of Ethics

1. Colorado Parks and Recreation Association members shall subscribe to the common purpose of the Association and be dedicated to service. They shall behave according to the following code to aid in establishing parks and recreation as being dedicated to serving humanity whether in a community, hospital, institution or military agency.

a) Professionals shall fulfill their basic obligation to the agencies, departments, or organizations of employment in accordance with generally accepted standards of the profession; they shall exhibit high professional character in the discharge of duties to, and be protective of, persons in pursuit of leisure activities.

b) Professionals shall assist the Association to develop increased public understanding and support for the recreation and park movement, and shall enhance the image of the profession by their personal and professional conduct.

c) Professionals shall be committed to the increase of individual knowledge and skill in the recreation and park profession and shall give assistance to the professional development effort of all aspects of the recreation and park field to their constituents, colleagues, and students, and the agencies or institutions of employment.

d) Senior professionals shall provide leadership to support staff. Professionals in the supportive roles shall not undermine the authority of superiors, policy boards; however, legitimate challenges to authority on the basis of ethics, or standards are encouraged and in no way should be construed as undermining authority.

e) All persons shall be provided equal opportunity for employment and advancement.

f) Professionals shall provide reasonable opportunities for constituents to appraise the effectiveness of the services provided.

C. Conflict of Interest Policy

1. Purpose

The purpose of the conflict of interest policy is to protect the Colorado Parks & Recreation Association's (heretofore referred to as "CPRA") interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the association.

2. Definitions

a) Interested Person – Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect, financial interest, as defined below, is an interested person.

b) Financial Interest – A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

(1) An ownership or investment interest in any entity with which CPRA has a transaction or arrangement.

(2) A compensation\* arrangement with CPRA or with any entity or individual with which CPRA has a transaction or arrangement, or

(3) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which CPRA is negotiating a transaction or arrangement.

(4) Important Note: A financial interest is not necessarily a conflict of interest. If 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.

\*Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

3. Procedures

- a) 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 directors and members of committees with governing board powers considering the proposed transactions or arrangement.
- b) Determining Whether a Conflict of Interest Exists – After disclosure of the financial interest and material facts, and after any discussion or presentation by or with the interested person, he/she shall leave the governing boards or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining boards or committee members shall decide if a conflict of interest exists.
- c) The President of the governing board or chairperson of the committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- d) After exercising due diligence, the governing board or committee shall determine whether CPRA can obtain with reasonable efforts a more advantageous transactions or arrangement from a person or entity that would not give rise to a conflict of interest.
- e) If a more advantageous transaction or arrangement is not reasonably possible, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the organization’s best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a) If the governing board or committee 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 governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

D. Records of Proceedings

1. The minutes of the board and all committee meetings with board delegated powers shall contain 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, the board's or committee's decision in fact existed; and the names of the persons who were present for discussions and votes in relating to the transaction or arrangement, the content of the discussion and a record of any votes taken in connection with the proceedings.

E. Compensation

1. Compensation for CPRA involvement

a) A voting member of the board or any voting member of a committee who receives compensation, directly or indirectly, from CPRA for services is precluded from voting on matters pertaining to that member's compensation.

b) No voting member of the board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from CPRA, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

F. Annual Statements

1. Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement, during board or committee orientation, which affirms such person:

a) Has received a copy of the conflicts of interest policy;

b) Has read and understands the policy;

c) Has agreed to comply with the policy, and

d) Understands CPRA is a non-profit organization and in order to maintain its federal tax status it must engage primarily in activities which accomplish one or more of its tax-exempt purpose.

G. E-Communications Policy

1. Contact information, privacy, and sharing information policy.

a) It shall be the policy of CPRA that individual member information/address lists will be considered private property of the association and may not be sold or transmitted to any organization or individual for the purposes of solicitation or data base generation. Private information will be considered to be the members' phone, mailing or e-mail address.

b) Members may contact other members through the CPRA web based directory that allows members the option to allow or disallow personal information to be available to other members. The CPRA administrative office will refer all requests by members for other member information to the CPRA website.

#### H. Travel Reimbursement for Officers Policy

##### 1. Travel duties and reimbursement

a) The President, President-Elect, and Executive Director will represent CPRA at the National Recreation and Park Association Congress and Legislative Forum Conferences each year.

b) CPRA will pay for transportation, registration fees, lodging, and meals as follows if not covered by their agency and must be included in the CPRA Budget:

(1) Airfare at coach fare, per individual

(2) Automobile at the current IRS rate (actual mileage only).

(3) Per Diem at current IRS rate.

c) Reservations, pre-registration, etc. should be completed by the individual, and the forms/bill, and a request for payment sent to the CPRA office for payment, or the staff will handle arrangements.

d) If necessary, an expense advance check can be provided. All moneys paid out to an individual and not substantiated by receipts or returned to the organization should be treated as income to the payee and reported on his/her income tax return. If you don't want to pay income tax on your travel costs, obtain receipts, keep records, and turn them in to the CPRA office.

#### I. Ethics Review Board

1. CPRA Ethics Review Board Composition: The CPRA Ethics Review Board shall be comprised of the chairs of the following sections and committees:

- a) Chair of each interest section
- b) Membership
- c) Colorado Professional Certification Board (CPCB)
- d) Professional Development
- e) Alternates: Awards and Citations
- f) The chair of the Professional Development Committee serves as chair of the Ethics Review Board. In case of disqualification (see "Procedures in Filing an Unethical Conduct Complaint"), the chair of the CPCB shall chair the Ethics Review Board.

2. Procedures in Filing an Unethical Conduct Complaint

- a) Individual or organization (CPRA members) files formal statement of facts concerning the conduct with the Ethics Review Board Chair.
- b) Ethics Review Board reviews the facts and complaint to determine if complaint warrants consideration.
- c) If the Ethics Review Board decides that the complaint is without merit, the complainant is notified of this decision. The complaint denial may be appealed to the Executive Board of CPRA. CPRA Executive Board rules as to nature of continuing the process.
- d) If the Ethics Review Board determines that there may be merit in the complaint, each of the parties involved shall be notified of the action, and the defendant shall be allowed to present information in defense of the complaint. The defendant shall be given copies of all facts presented by the complaining party. It should be specified to the complaining party that the original material should include ALL pertinent information; and, once the process of hearings begin, no additional evidence will be allowed.
- e) The Ethics Review Board shall determine from the evidence received from both sides whether a formal hearing is in order. If it is felt by the Board that they can rule without a formal hearing, they may do so, but either party may still request a formal hearing.

f) If a formal hearing is required, each party may be represented by legal counsel and it is recommended that CPRA also secure legal counsel to protect itself. The hearing should be conducted by the Board according to the following procedure:

- (1) Complaint presented. Defending party responds
- (2) Defense response. Board rules or materials
- (3) Complaining party responds
- (4) Witnesses may be called on during the formal hearing.

g) The complaining party and the defendant each have the right to disqualify one Ethics Review Board member. In addition, an Ethics Review Board member may disqualify him/herself if he/she feels an objective opinion cannot be reached. Any disqualified committee chair shall be replaced by an alternate committee chair. Any disqualified section chair shall be replaced by an alternate section chair. Alternates shall be appointed from the approved list by the CPRA President. If all alternates have been appointed, further disqualifications of board members shall result in a smaller Ethics Review Board. If several disqualifications occur and the Ethics Review Board has less than five members, the Board is declared invalid and the entire process reverts to the Appeals (Executive) Board. If either the complaining party or the defendant is a member of the Ethics Review Board and/or the Appeals Board, he/she must disqualify him/herself as a board member.

h) If the complaint is ruled valid, the Board shall recommend to the Board such discipline as they (Ethics Board) feel is professionally appropriate. The final decision of discipline, loss of membership, reprimand, etc. is the responsibility of the Board.

i) If the complaint is found to be invalid, the Board may recommend reprimand action on the complaining party.

j) If the CPRA Executive Board is either the complaining party or the defendant, the Ethics Review Board recommendation becomes the final decision. (Any "appeal" would be accomplished through civil court action.)

k) Either or both Parties may file civil court suits in the matter. This action is strictly involved with professional conduct which is considered unethical.

J. Insurance and Liability Guidelines

These guidelines are intended to provide general direction to the management of the Association's office operations, as well as the activities of the Board, members, volunteers and participants. The Executive Director is responsible for ensuring coverage and liability statements and agreements are in compliance with acceptable practices and within the approved line item(s) in the budget.

1. General Insurance Guidelines:

a) CPRA Administration (office and Board) and all of its committees and section should strive to ensure proper coverage and clarify liability for any programs or events under their control.

b) CPRA will carry the following coverage:

(1) Business/Operations/Commercial General Liability Insurance: 'Core' coverage for CPRA as a non-profit association including general business operations, general/umbrella liability, automobile, property, crime, workers compensation and meeting/event cancellation insurance.

(2) Non-Profit Directors and Officers Liability Insurance: Additional coverage for the CPRA Board, its sections and committee representatives and chairs, volunteers and employees.

2. General Liability Guidelines:

a) CPRA uses statements, agreements and waivers to clarify relationships between the various parties, increase appropriate disclosure to members and the general public, and attempt to obtain appropriate protection from liability with CPRA section members, outside (contracting) parties, and event participants (and parents of minors). Each of these pieces of information is 'layers of the onion' of protection.

K. Nondiscrimination Policy

1. The Colorado Parks and Recreation Association (CPRA) certifies that in regards to persons served by the organization, persons employed as staff of the organization, and persons serving on the governing board or as volunteers of the organization, that the organization does not discriminate by reason of race, color, religion, national origin, gender, age, sexual orientation, gender variance, gender identification, gender expression, marital status, military status, or physical or mental disability.