



STANDARD OPERATING PROCEDURES

Adopted June 15, 2007

PRESIDENT

Bylaws Reference: Article 4, Section 8.

1. RESPONSIBILITIES of the President

- A. Provide the leadership essential to the day-to-day operations of the Native American Church of North America (NACNA) and in developing its future plans.
- B. Ensure compliance with the NACNA Bylaws and other rules and regulations of the NACNA.
- C. Protect the rights and interests of all members of the NACNA.
- D. Initiate such action as may be necessary to ensure the financial viability of the NACNA.
- E. Establish NACNA policy in conjunction with members of the Executive Committee, legal counsel, Delegates-at-Large, and Affiliated Chapters, and serve as the spokesperson thereof.

2. DUTIES of the President

- A, Solicit and retain legal counsel for the NACNA. Note: Native American Rights Fund (NARF), Wisconsin Judicare and private attorneys have provided legal services to the NACNA in the past on a pro-bono basis and are by no means an indefinite obligation. Thus, it is critical that the President maintain strong business relationships to ensure continued legal representation by NARF, Wisconsin Judicare or some other legal entity.
- B. Call business meetings of the NACNA in accordance with such provision as are contained in the Bylaws.
- C. Schedule and preside at all duly called business meetings of the NACNA and serve as its official spokesperson.
- D. Have general supervision in all matters pertaining to the NACNA in accordance with the Bylaws.
- E. Sign all official documents of the NACNA.
- F. Ensure care and proper use of the NACNA owned flags: the NACNA flag and the United States flag. Assures that the NACNA owned flags are used for the NACNA annual, semi-annual, and quarterly meetings only.
- G. Serve as ex-officio member of all committees of the NACNA.
- H. Appoint, with the advice of the Vice-President, and the approval of the Executive Committee, standing and ad-hoc/task force committees.
- I. Ensure that Delegates-at-Large are appointed within thirty (30) days after President's installation in June.
- J. Advise the NACNA Officers and Delegates-at-Large on all significant matters arising within their purview.
- K. Issue a President's Charge to all person(s) elected/appointed to carry out specific tasks/projects.

- L. Adhere to the procedures contained in Robert's Rules of Order when NACNA Bylaws or Articles of Incorporation do not have precedence.
- M. Maintain or enhance the professional standing of the NACNA.
- N. Facilitate an annual review and update of the NACNA Standard Operating Procedures (SOPs).
- O. Entrust all correspondence, papers, and records (including the SOPs) to successor.

3. PROCEDURES

- A. Assume duties after installation at the June Convention.
- B. Prepare the agenda for each duly called meeting for distribution to all members.

VICE-PRESIDENT

Bylaws Reference: Article 4, Section 9.

1. RESPONSIBILITIES of the Vice-President

- A. Assume and perform the responsibilities and duties of President in his/her absence.
- B. Serve as liaison between the committees assigned by the President, Executive Committee, and/or Delegates-at-Large.
- C. Coordinate the activities of all assigned committees.

2. DUTIES of the Vice-President

- A. Perform the duties of the President in the absence of the President.
- B. Serve as the Chairperson of the Bylaws Committee.
- C. Ensure the maintenance and upkeep of the arbor, tables, and grill at the Cardenas Residence in Mirando City, Texas. Serve as the NACNA's representative to receive and process suggestions for future improvements.
- D. Assist the President in carrying out the responsibilities and duties of his/her office.
- E. Frequently monitor the progress of all assigned committees, as measured against the President's charge, offering suggestions and making recommendations for membership changes or dissolution of the committee when appropriate.
- F. Perform other duties as assigned by the President or Executive Committee.
- G. In coordination with the President, prepare written recommendations for modifications to the SOP for voting approval of the Convention Delegates at the Annual Convention.
- H. Entrust all correspondence, papers, and records (including the SOP) to successor.

3. PROCEDURES

Assume duties after installation at the June Convention.

SECRETARY

Bylaws Reference: Article 4, Section 10.

1. RESPONSIBILITIES of the Secretary

- A. Keep minutes of all business meetings (Annual Convention, Quarterly Meeting, Executive Sessions, etc.).
- B. Issue timely notices of scheduled business meetings in accordance with the Bylaws or as required by law.
- C. Serve as the technical custodian of the NACNA records. He/she shall, in general, perform all duties incident to the position and perform duties the President or the Executive Committee may assign from time to time.
- D. Ensure proper care and control of the corporate seal.
- E. Ensure proper care and control of administrative and operating files of the NACNA.
- F. Determine eligibility and so certify all Officer nominations made by the Convention Delegates.

2. DUTIES of the Secretary

- A. Keep the minutes in accordance with the general guidelines established in Robert's Rules of Order, Newly Revised.
- B. Keep all matters relating to this office in such a manner that care and preservation of NACNA documents are assured.
- C. Sign all documents related to this office.
- D. Store the Corporate Seal in a safe place.
- E. Distribute written notices with no less than thirty (30) days advance notice of any duly called business meeting.
- F. Submit all meeting minutes and all officers' reports to the National Museum of the American Indian (NMAI) at the end of term. Facilitate the retrieval of information from the NMAI, which requires the signature of President or Vice-President and Secretary.
- G. Register guests and prepare and process registration of Affiliated Chapters and Convention Delegates at the Annual Convention.
- H. Update the Texas Department of Public Safety (TDPS) when there is a change in the NACNA Executive Committee.
- I. Update Registered Agent with the Secretary of state of the State of Oklahoma.
- J. Note any approved changes or corrections to the minutes of the previous meeting.

- K. Protect information that is of personal and confidential nature from unauthorized disclosure.
- L. Secure a parliamentarian for the Annual Convention in accordance with Article 13 of the Bylaws.
- M. Call the roll call and determine if quorum has been met.
- N. Ensure development and maintenance of all Committee reports, master copies of the Articles of Incorporation, Bylaws and Standing Rules, the Corporate Seal, and the administrative and operating files of the NACNA.
- O. Conduct the general correspondence of the NACNA, that is, correspondence which is not the assigned responsibility of the other officers or committees.

3. PROCEDURES

- A. A final typewritten copy of the minutes is to be sent to the Executive Committee, Delegates-at-Large and officers of the Affiliated Chapters. The Affiliated Chapters have the responsibility to copy and distribute minutes and information to their chapter membership at least (1) week prior to the chapter's duly called meeting.
- B. Update and submit, in writing, the NACNA Executive Committee information on file with TDPS at the following address:

Texas Department of Public Safety
5805 N. Lamar Blvd., Box 4087
Austin, TX 78773-001
ATTN: Supervisor, Controlled Substances Registration

- C. Obtain a quarterly report from TDPS containing the following:
 - 1. Index and mailing list of churches on file with the TDPS.
 - 2. Quarterly report of peyote buttons bought from each Peyote Distributor.
 - 3. Quarterly report of peyote buttons bought by NAC organizations.
 - 4. Quarterly report of peyote buttons bought by NAC members.
- D. Update and submit, in writing, the NACNA Executive Committee and Registered Agent information on file with State of Oklahoma at the following address:

The Secretary of State of the State of Oklahoma
101 State Capital Building
Oklahoma City, OK 73105

- E. Update and submit, in writing, the NACNA Executive Committee information on file with the National Museum of the American Indian, at the following address:

National Museum of the American Indian
Washington, DC 20560
ATTN:
Phone:

NACNA Standard Operating Procedures
June 15, 2007

- F. In coordination with the President, send appointment letters to Delegates-at-Large within thirty (30) days after appointment.
- G. The administrative and operating files of the NACNA should be established and maintained in accordance with the standards of good administration and business practices. Regardless of the system used, procedures must be in effect to preclude unauthorized disclosure of personal or confidential information. For official church documents of the NACNA, such as the Articles of Incorporation, Bylaws, Standing Rules and minutes, an official record book should contain these papers with amendments or changes properly dated and entered.
- H. Prepare and distribute pre-registration packets in April of every year for the Annual Convention to Affiliated Chapters, prospective chapters and interested parties. The packets should consist of:
 - Invitation Letter
 - Local chapter application
 - Membership card application
 - Visitor/Convention site information (i.e., maps, brochures, lodging, etc.)
- I. Conduct the registration process for Affiliated Chapters and Convention Delegates for annual affiliation with NACNA.
- J. Turn over all correspondence, papers, and records (including SOP) to successor.
- K. Maintain a record of all expenditures (reimbursed and non-reimbursed) for successor and the Budget and Finance Committee.
- L. Submit written recommendations for modifications to the SOP to the President for voting approval of the delegation.

TREASURER

Bylaws Reference: Article 4, Section 11.

1. RESPONSIBILITIES of the Treasurer

- A. Keep and maintain an accurate record of all financial transactions and financial status of the NACNA.
- B. Prepare and submit financial reports of income and expenditures for approval of the delegation at each Annual Convention or as requested by an Affiliated Chapter.
- C. Deposit all monies in the bank in the name of the Native American Church of North America. Assures that any withdrawal of church funds requires the signature of two (2) Executive Officers. No funds shall be withdrawn for activities unless approved by a majority of the Executive Committee.
- D. Serve as the only authorized officer to accept monies on behalf of or in the name of the Native American Church of North America.
- E. Serve as custodian for the Annual Convention.

NACNA Standard Operating Procedures
June 15, 2007

- F. Treasurer and Executive Officers shall be bonded in an amount satisfactory to Annual Convention with Western Surety Company and ensure bond is paid on an annual basis.
- G. Serve as Chairperson of the Finance Committee.
- H. Serve as technical custodian of all NACNA funds.
- I. Function as the disbursing agent for church funds.
- J. Make available all financial records for annual audit.
- K. Ensure that tax returns for the preceding fiscal year are completed, signed, and filed as required by law.

1. DUTIES of the Treasurer

- A. Keep safe all monies of the NACNA.
- B. Deposit church monies in the name of the NACNA in bank, trust companies, or other depositories approved by the Executive Committee.
- C. Disburse funds for all NACNA expenditures approved for payment by the executive officers and delegation. Any withdrawals of funds require the signature of two Executive Officers.
- D. Keep the books on an accrual basis and in double entry form in accordance with generally accepted accounting principles and practices.
- E. Prepare and issue NACNA membership cards and maintain record of NACNA membership.
- F. Prepare and present financial reports in a format that facilitates comparison to the approved budget.
- G. Be prepared to provide continuous financial advice to Executive Committee.
- H. Ensure availability of NACNA financial records and accounts to those persons specifically authorized by the executive officers, or delegation.
- I. Maintain and keep safe all sacrament submitted by Affiliated Chapters.

4. PROCEDURES

- A. Establish a checking account in the name of the NACNA in a geographic location convenient for the Treasurer. The account is to be set up to require the signature of two (2) Executive Officers for all checks issued.
- B. The Executive Committee requires two (2) signatures for all financial transactions. The Treasurer and the President are typically the authorized persons to sign checks issued by the NACNA. The signators are not authorized to sign an incomplete draft.
- C. Establish a written procedure which tracks the receipt and distribution of the sacrament during the Annual Convention.

NACNA Standard Operating Procedures
June 15, 2007

- D. Turn over all correspondence, papers, and records to the Chapter office for archiving. Additionally, financial records are turned over to successor for continuity.
- E. Update and submit, in writing, the NACNA Executive Committee information on file with Department of the Treasurer, Internal Revenue Service at the following address:

Western Revenue Service
1100 Commerce Street
Dallas, TX 75242
ATTN: District Director, Mail Code 4940 DAL
EIN: 85-0274529
Phone: (800) 829-1040

- F. Update and submit, in writing, the NACNA Executive Committee information on file with Western Surety Company at the following address:

Western Surety Company
P.O. Box 5077, 101 S. Phillips Avenue
Sioux Falls, SD 57117-5077
Phone: (605) 330-7400
CC: The Walker Agency
3030 E. Main, Ste, G6
Farmington, N.M. 87402

- G. Prepare written recommendations for modifications to the SOP for approval of the delegation.
- H. The financial condition of the NACNA is of paramount importance and any significant trend, which indicates future fiscal problems, must therefore be brought to the immediate attention of the Executive Committee together with recommendations for remedial action as follows:
- Report over budget expenditures or exceeding the authorized amount in a President's charge to a Committee.
 - Report expense statements that do not include valid invoices or receipts.
 - Report expenses that are incurred without prior notification and approval.

Prescribe standards concerning reimbursement for expenses. If the above are not delineated in the Standing Rules, appropriate recommendations shall be submitted to the Executive Committee. A reasonable degree of discretion of discretion should be allowed to the Treasurer in establishing these guidelines so as to minimize any requirements for frequent Executive Committee action.

- I. Assure that an auditor audits the books and accounts of the NACNA annually.

EDITOR

Bylaws Reference: Article 4, Section 12.

RESPONSIBILITIES of the Editor-in-Chief

The timely publishing of the NACNA newsletter in newsletter format containing news, or information from the Affiliated Chapters, Executive Committee, legal counsel or delegates-at-large related to the NACNA.

2. DUTIES of the Editor-in-Chief

- A. Solicit monies for publishing the newsletter.
- B. Receive contribution subscription to the newsletter.
- C. Responsible for making quarterly reports to the Treasurer for monies received and disbursed. The monies received for the newsletter shall be reported, combined with the Treasurer's report at the Annual Convention.
- D. Be in charge of publicity for all functions of the NACNA.
- E. Create, print and distribute the newsletter every four (4) months.
- F. Be prepared to assume the duties of Editor.
- G. Turn over all correspondence, papers, equipment, software, and records (including the SOP) related to this office to successor.

3. PROCESURES

- A. Prepare written recommendations for modifications to the SOP for voting approval of the delegation.
- B. Actively solicit addresses from Affiliated Chapters and the general membership for newsletter dissemination.
- C. Announce quarterly deadlines dates for persons to submit their news articles for publication.

DELEGATES-AT-LARGE

Bylaws Reference: Article 5, Section 1.

1. RESPONSIBILITIES of the Delegate-at-Large

The Delegate-at-Large shall be representatives of NACNA to their assigned area and promptly informing the Executive Committee of issues regarding their attention.

2. DUTIES of the Delegate-at-Large

- A. Shall be the link of communication between their respective area and the NACNA Executive Committee.
- B. Shall carry out duties in their area as delegated by their President.
- C. Shall solicit affiliation to NACNA.
- D. Shall attend and vote at quarterly meetings.
- E. Be in charge of publicity for all functions of the Native American Church of North America in their area.
- F. Solicit news from assigned area and Affiliated Chapters regarding church activities.

- G. Turn over all correspondence, papers, equipment, software, and records (including the SOP) related to this office to successor.

3. PROCEDURES

- A. Prepare written recommendations for modifications to the SOP for voting approval of the delegation.
- B. Actively solicit church information within assigned area, from Affiliated Chapters and the general membership for newsletter publication.
- C. Assist the Executive Committee in carrying out the responsibilities and duties of his/her office.

BYLAWS COMMITTEE

Bylaw Reference: Article 4, Section 9

1. RESPONSIBILITIES of the Bylaws Committee

- A. Chair the review and update the NACNA Bylaws on an annual basis.
- B. Facilitate the processing of resolutions of proposed amendments to the NACNA Bylaws.

2. DUTIES of the Bylaws Committee

- A. Take a proactive stance in regards to events of the NACNA, which may indicate future changes in the Bylaws or SOP.
- B. Stay abreast of proposed or planned changes to the Bylaws or SOP's of the NACNA.
- C. Update request, make available copies of the Bylaws and SOP's to members and answer any inquiries regarding the Bylaws and SOP's.
- D. Review the minutes of any called meeting for actions, which may require changes to the Bylaws or SOP's.
- E. Turn over all correspondence, papers, and records (including this SOP) to successor.
- F. Annually review the Bylaws of the NACNA, Originate, or cause to be originated, proposed amendments as necessary to conform to Oklahoma State Code, TDPS rules, Department of Treasury and regulations, or Federal laws as required.
- G. Review the NACNA Bylaws to ensure conformity and review for appropriate editing, printing or typographical errors, terminology, committee status (task force to standing), grammatical errors, etc. Attention shall also be given to those practices, which through repeated use have become routine even though the current Bylaws may prescribe a different practice or method.

FINANCE COMMITTEE

Bylaws reference: Article 4, Section 11, Finance Committee

1. RESPONSIBILITIES of the Finance Committee

NACNA Standard Operating Procedures
June 15, 2007

- A. To prepare a budget and present it to the Executive Committee in a timely manner.
- B. To ensure that those members incurring expenditures are aware of the budget limitations.

2. DUTIES of the Finance Committee

- A. Prepare a list of activities of the NACNA for the year.
- B. Estimate the cost of each activity listed.
- C. Estimate the expected income for the year.
- D. Compare the total expected income and expenses. Announce annually the deadline date for persons to submit their budget requests to the Finance Committee for review.
- E. Submit final proposed budget to the Executive Committee for approval at the Annual Convention.
- F. On a monthly basis compare budget to actual income and expenses, and advise the Executive Committee accordingly.
- G. Review the NACNA budget throughout the year as necessary.
- H. Prepare written recommendations for changes or modifications to this SOP for approval of the delegation.
- I. Turn over all correspondence, papers, and records (including this SOP) to successor.

3. PROCEDURES

- A. The Finance Committee will contain as members;
 - Chair of the Finance Committee (Treasurer)
 - Chair of the Bylaws Committee (Vice President)
 - Others as appointed by the President
- B. The annual Budget process is as follows:
 - Individuals and Committee Chair submit budget proposals to the Finance Committee no later than two (2) weeks prior to the Quarterly meeting.
 - Finance Committee submits proposed budget to the Executive Committee at the quarterly meeting.
 - Executive Committee reviews and analyzes proposed budget during the quarterly meeting.
 - Executive Committee presents and adopts the budget at the Annual Conference.

SCHOLARSHIP COMMITTEE

Bylaws Reference: Article 10.

1. RESPONSIBILITIES of the Scholarship Committee

- A. Ascertain amounts of scholarship monies available and recommend distribution of funds to college students.
- B. Solicit funds for scholarships.

- C. Annually recommend scholarship activity for the following calendar year.

2. DUTIES of the Scholarship Committee

- A. Notify appropriate college officials and Chapter members of scholarship availability and provide guidance in how to apply for funds.
- B. Follow the set criteria to select scholarship recipients.
- C. Arrange for a formal presentation of awards at an appropriate NACNA meeting.
- D. Prepare written recommendations for changes and other modification to the SOP for approval of the Chapter Board.

3. PROCEDURES

- A. Distribute scholarship applications and explain requirements to interested individuals.
- B. Actively solicit funds for scholarships from funding sources.
- C. Annually review and recommend scholarship activities for the coming calendar year.
- D. Meet to review, evaluate and select awardees while ensuring compliance with guidelines.

HOW TO SET UP A COMMITTEE

Bylaws Reference:

1. RESPONSIBILITIES of developing a New Committee

- A. Explain as comprehensively as possible the goals, mission and duties of the new committee.
- B. Identify contact person.

2. DUTIES to develop a New Committee

- A. Notify NACNA officials and Chapter members of plans for new committee.
- B. Ascertain amounts of monies required and recommend funding sources for new committee.
- C. Recommend periodic review and relevant activity for the committee for proper review.
- D. New Committee shall be in compliance with the NACNA Bylaws, local, county, state, and federal laws.
- E. Arrange for a formal presentation of new committee at the Annual Convention.
- F. Prepare written recommendations for new committee, SOP and other supporting documents for approval at the annual convention.
- G. Turn over all correspondence, papers, and records (including this SOP) to successor.

3. PROCEDURES

NACNA Standard Operating Procedures
June 15, 2007

- A. Distribute new committee documents and explain requirements to interested individuals.
- B. Meet to review, evaluate and recommend new committee while ensuring complete compliance with guidelines.
- C. Upon approval to proceed execute plan and update Executive Committee on progress.

PREFACE

Adopted from *written Documents for Community Groups: Bylaws and Standard Operating Procedures*, written by Joe E. Heimlich and Sereana Howard Dresbach.

Introduction

Every day of our lives, we participate in groups. Groups have many different forms – formal, informal, organized, structured, ad-hoc, local, national, and every other form imaginable. Groups may range from having a narrowly defined to a broad focus. How a group addresses its purpose is the focus of this document.

Many, but not all, groups have structural and operational guidelines. How does a group of people function as an organization? How do they accomplish their goals when each member has their own agenda, focus, concern, or idea about how to reach the goals? This document will briefly examine the tools an organization an organization has available to structure itself to accomplish goals.

The Mission Statement

An organization creates its own boundaries and then operates within them. These boundaries, or the organization's framework, are contained in the mission statement of the group. A mission statement should reflect the basic purpose of an organization.

It is very important for people, both within the organization and outsiders, to understand what a particular group defines as its boundaries for operation. When writing the mission statement, it is just as important to consider what the group is *not* trying to be and what it is *not* trying to do. Groups continually need to assess their goals and activities in terms of the organization's mission statement.

Bylaws and Standard Operating Procedures

To compliment the outer boundaries, members must have direction and guidelines for what is accepted behavior within the particular organization. If the boundaries of an organization are defined, but the function is not, problems like conflict of interest, misdirection of focus, or lack of productive activity will occur. This scenario is similar to having a parking lot with no painted lines. Everyone understands that it is used for parking cars, but which direction, what pattern, and how the cars exit can lead to confusion (if not serious accidents). The parking lot lines direct drivers how to park orderly, where to park, determine the driving pattern within the area, and explain how to exit orderly when leaving the area.

So how do organizations define their boundaries and operations or, to extend the metaphor, paint their parking lines? Two documents can address these components – Bylaws and Standard Operating Procedures (SOPs), also called policies and procedures. The Bylaws define the boundaries of the organization. The SOPs define the day-to-day activities within the boundaries. While these two documents are different in many ways, they have some commonalities. Both documents must be written and approved by the organization. As written documents, continuity is maintained for the duration and leadership succession of the organization. When it has written documents and there is common knowledge of the procedures, the organization will be protected from itself.

Often, people use these titles interchangeably, but each document has a distinctly different function. Another way to view these two documents is the Bylaws are the goals. If an organization only had Bylaws and no operating procedures, there would be little guidance on the details of how to accomplish goals or direction for the group.

What are Bylaws?

Bylaws are contained in a single, formal written document that answers the questions of who? What? Where? When? Why? And how? of an organization. These questions define the boundaries of the organization. Without defining its boundaries, an organization can operate far beyond the original intention. This does not mean that an organization cannot expand its scope. Outlining the scope and boundaries gives the organization an “arena” in which to operate that can be expanded or reduced as the needs of the organization change. This arena limits people from “going in different directions with different agendas.”

What are Standard Operating Procedures?

Standard operating procedures (SOP) are dated documents that can be simply amended as needed by the organization. The SOP indicates the day-to-day operations of the organization or “how do we get things done.”

The written procedures should outline what issues and concerns the group will address. This is operationalized from the “what” and “why” in the Bylaws and further clarifies the normal activity arena of the organization. Exactly how will the group maintain its focus? Operating procedures allow for additional detail on the way the group will monitor its activities. In addition, a group may elect to identify how it will provide for contingency or emergency issues that may arise.

Summary

Bylaws and SOPs are essential documents for ongoing organizations. To ensure equality, fairness, and consistency, these written documents compliment one another to describe an organization and how it functions. For an organization to continue the members must agree on how they will function in an organized manner and consensus on organized behavior is reflected in the written documents of Bylaws and SOP. These documents define the parameters of the organization’s concerns, the boundaries of operation, expanse of authority, and accepted behaviors of members. To use the example from earlier, Bylaws create the boundaries of the parking lot and SOPs are the painted parking spaces within the parking lot. While these documents may not solve all problems that arise in an organization, the Bylaws and SOPs allow for a process to address problems or concerns.

