

Friends of the Forest Standard Operating Procedures Manual

As Revised September 2015

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Managing Membership

Purpose: To standardize welcoming, tracking and counting our membership.

Membership Tracking

- Standard membership is January through December.
- Dues are payable on or before January 1 of each year.
- Members whose dues are in arrears more than 90 days are not eligible to vote or to serve on the Board.
- Membership records are the responsibility of the Database Manager, in consultation with the Membership Secretary and Treasurer.

Membership Categories

- Annual Member: Paid an annual membership fee; counted as one member.
- Annual Family: Paid an annual family membership fee; counted as two members.
- Lifetime Member: Paid a one-time lifetime membership fee; counted as one member.
- Lifetime Family: Paid a one-time lifetime fee; counted as two members.
- Honorary Member: Awarded by the Board for outstanding service or other reasons at the discretion of the Board. This member pays no dues and their membership is in place as long as the member is interested. We count as a member.
- Guest: Organizations with a similar mission, selected Forest Service personnel, key elected officials in the Red Rock District area, and others whom we want to keep informed about FOF activities. A guest member pays no dues and is mailed the newsletter. We do not count guests as members.
- Donor: Person or organization that donated funds with no expectation of membership. We mail them newsletters for one year, but do not count as a member.

Family Memberships

- Annual Family and Lifetime Family memberships are open to all immediate family members, including minor children.
 - Minors 16 and 17 years old are considered members and may participate in activities under the direct supervision of a parent or guardian who is a member.
 - Minors under age 16 are considered members but may participate in activities only with permission of the committee chair and under the direct supervision of a parent or guardian who is a member.

New Members

- Upon receipt of dues payment from a new member, the Treasurer sends an e-mail to the Database Manager, President, and Membership Secretary, with the new member's contact information and committee interests.
 - A person is considered to be a member when the Treasurer has notified the Membership Secretary.
- The Membership Secretary conducts welcoming activities.

- E-mail information to the Chairs of the committees the new member has said they might join, so the Chairs can contact the new member.
- E-mail the new member's e-mail address to the Webmaster, to be added to the e-mail distribution list.
- Mail the new member a welcome letter.
 - Inform the new member they will receive a name badge when they sign up for a committee or upon request.
- The Database Manager keeps the hard copy membership forms that were filled in by new members until after the annual audit.

Dues Renewals

- In November the Membership Secretary mails dues renewal letters to Annual members.
- As dues payments come in, the Treasurer forwards the names of those who renew to the Membership Secretary, and to the Database Manager, who enters this information into the database.
- In January, the Membership Secretary mails a second dues reminder to members who have not renewed their annual membership. This notice will remind members they must renew their membership in order to serve on a committee or participate in any FOF activities.

Counting Members

- Any member who does not renew by April 1 is dropped from the membership roster.
- Anyone joining after August 31 is a member for the rest of the year and the following year.
- Anyone joining after September 30 is counted as a new member as of the following year.
- The Database Manager, in consultation with the Treasurer and Membership Secretary, counts annual membership as of September 30, for a report at the annual meeting.

Membership List

- After April 1, the Database Manager e-mails the Board and all Committee Chairs the list of members who did not renew.
 - All Committee Chairs check their committee roster to ensure everyone is current. The Committee Chairs contact any members of their committee who have not renewed to let them know they must renew their membership to continue committee participation.
- After April 1, the Database Manager e-mails the membership list to the President.
- The membership list is available to any Officer or Committee Chair.

Membership Privileges

- A person must be a member to participate on a committee.
- Membership is important in order to be covered by FOF liability insurance and Forest Service liability insurance, and because members represent our organization.

- Each adult member may cast one vote at the annual meeting of the general membership.

Approved by the Board 04/15/09

Revised by the Board 9/15/10, Revised by the Board 9/14/11

Membership Recruitment and Publicity

Purpose: To outline effective membership recruiting strategies that are consistent with the welcoming culture of the Friends of the Forest.

Organizational Philosophy Regarding Recruitment: The organization does not aggressively seek out new members. Instead, ongoing activities in support of the Red Rock District of the Coconino National Forest and publicity about the Friends attract individuals or families who take the initiative to become members and participate in Friends-sponsored activities.

Categories and Descriptions of Recruitment Techniques Used by the Friends

- Comprehensive information about the Friends' mission and activities is readily accessible on the organization's website *friendsoftheforestsedona.org*.
 - Prospective members may communicate their interest or questions via email to inquiry@friendsoftheforestsedona.org.
 - A printable membership application is available on the website.
- The Coconino National Forest webpage on volunteering www.fs.fed.us/r3/coconino/volunteering/index.shtml provides a link to the Friends website for forest-related volunteer opportunities in the Sedona area.
- Press releases submitted by the Friends Publicity Committee include an invitation for the reader to join the Friends. Each press release also calls attention to the website *friendsoftheforestsedona.org*.
- Interviews for news articles, radio programs or videos highlight the welcoming and inclusive culture of the Friends. The Friends website is mentioned during the interview.
- An informational kiosk that depicts the Friends' mission and activities is exhibited at the Coconino National Forest Red Rock District's Visitor Contact Office.
- Membership brochures are available at Forest Service Visitor Centers in Red Rock Country. The Vice President of the Friends is responsible for maintaining a stock of brochures at the Visitor Contact Office (VCO).
 - A laminated copy of the brochure is available at the informational kiosk in the VCO for prospective members to preview. Brochures are handed out upon request.
 - The Cultural Resources Committee Chair is responsible for displaying brochures at V-Bar-V and Palatki Heritage Site Visitor Centers.
- Outreach during Friends-sponsored events and activities such as V-Bar-V Days and Trail Patrol is informative and welcoming but not aggressive.

- Friends wear their name badges and volunteer caps or vests (when appropriate for the activity) to demonstrate that they are Forest Service volunteers.
- When questioned about volunteering, the member describes the Friends' mission and activities and suggests ways of obtaining more information, such as the Friends' website or the Red Rock District's Visitor Contact Office, if interest is expressed.
- Individual members may choose to keep a few brochures with them to hand out during Friends-sponsored activities such as Trail Patrol and Weed Patrol.

Inappropriate Recruitment Techniques

- Examples of aggressive membership recruitment techniques that do not fit the organizational philosophy of the Friends include:
 - paid advertising
 - canvassing neighborhoods door to door
 - confronting people on trails
 - advertising flyers on vehicles
 - advertising flyers at businesses
 - unsolicited phone calls
 - mass mailings (email or USPS)

Approved by the Board 6/17/09

Forming & Disbanding Committees

Purpose: To establish and maintain only those committees that are requested by the District Ranger and adequately supported by the membership.

Procedure for Forming New Committees

- All new committees should come about in response to a request from the District Ranger for the Friends to begin a new, significant activity which is anticipated to be ongoing beyond a year's time.
- After a specific request from the Forest Service, all new committee details will be discussed and agreed upon by the Executive Committee prior to the next board meeting if possible. The Executive Committee will make a summarized recommendation to the board for their consideration, including:
 - approximate number of Friends required to staff the new committee
 - estimated moneys needed to fund the new committee
 - duties and time commitment of new committee members
 - estimated length or duration of the new committee
- As soon as possible after the Executive Committee meeting and prior to the next Board meeting, the president will send an email to the general membership asking how many members are interested in staffing the new committee, with details in the email as to their duties, time commitments, etc. Response back from the general membership will be requested from them by email within a week's time.
- At the next Board meeting, a summary of the Executive Committee recommendations and the response from the general membership will be presented to the board for their consideration and vote. The new committee will be formed if voted in by the Board and supported by the general membership. It is anticipated that a new committee will not be formed if there is insufficient interest or support from the general membership to staff it.

Annual Review

- All committees will be briefly reviewed annually by the Executive Committee with input from the District Ranger. Recommendations from the review will be presented to the board.
- Reasons for disbanding a committee might include
 - the function is no longer needed
 - the committee has fulfilled its purpose
 - it has too little support from the general membership to continue
 - District Ranger requests that it be disbanded.
- Any proposal to disband a committee will be voted on by the board.

Approved by the Board 04/15/09

Scope of Activities

Purpose: To identify how we determine activities the Friends might undertake, and to identify activity limitations and safety measures that we follow.

Objective of FOF Activities

- The objective of Friends of the Forest is to provide teamwork and financial resources to assist the Red Rock Ranger District of the Coconino National Forest in tasks it does not have the manpower or the funds to accomplish on its own.

How We Determine New Activities

- Our activities come about in response to requests for assistance from the District Ranger or a member of the District Ranger's staff.
- Policies for determining new activities can be found under the "Forming and Disbanding Committees" and the "Forest Service Resource Requests" sections in this SOP.

Example Activities

- The following are examples of activities FOF conducts to assist the Red Rock Ranger District.
 - Visitor information services
 - Cultural resource interpretation and protection
 - Trail maintenance and construction
 - Trail patrol
 - Horse program support
 - Water quality sampling in Oak Creek
 - Wildlife observation and protection
 - River ranger support
 - Orchard restoration
 - Forest closure and fire tower support
 - Fossil Creek clean-up
 - Fossil Creek ride-alongs

Activity Limitations Regarding Children

- FOF does not accept activities that involve taking care of children.
 - FOF members are not trained or equipped to take on the responsibility of managing children.
 - There is considerable liability in accepting responsibility for children, which FOF as an organization does not want to incur.
 - An example of an activity we will not undertake is leading a class of middle school children on a hike at West Fork.
- FOF has policies regarding participation by family members who are minors. Those policies can be found under the "Managing Membership" section of this SOP.

Safety Measures and Limitations Regarding Trash Pickup

- As a general policy, the Friends of the Forest do not pick up hazardous trash materials because FOF volunteers have neither the training nor equipment to safely handle such materials. Hazardous materials include but are not limited to the following.
 - Human or animal waste, toilet paper, or diapers
 - Any material with blood or other bodily fluids on it
 - Medical waste, such as needles, scalpels, dressings, etc.
 - Dead animals, bats, or birds
 - Radioactive material
 - Any other material which presents an obvious potential threat to the volunteer, e.g., excessively heavy material
- Friends of the Forest volunteers will follow the following safety procedures when picking up trash.
 - Trash grabbers and gloves should be used at all times.
 - All trash should be placed in plastic bags and sealed when full.
 - All volunteers should use alcohol sanitizer immediately following trash pickup.
- Normally the Friends of the Forest do not engage in “litter lifting” activities along major roadways.
 - There are other groups that conduct this activity.
 - Due to the specialized skills that the Friends volunteers have, our efforts are generally better used in those other areas.
 - The Friends of the Forest may engage in trash pickup projects when the District Ranger feels this is a priority, such as in the Fossil Creek area.

Approved by the Board 9/15/10

Nomination and Election of Directors and Officers

Purpose: To establish a process for identifying, nominating and electing members who are interested in serving as the Directors and Officers of Friends of the Forest.

Continuity of Organizational Directorship

- The Bylaws of the organization specify that one-third of the members of the Board of Directors be elected for a three-year term at the Annual Meeting.
- According to the Bylaws, the three-year terms of one-third of the members of the Board of Directors expire at the Annual Meeting. Consideration for nomination for election/reelection as a Director is guided by the following:
 - The Directorship of any sitting Officer whose three-year term expires and who is under consideration for reelection is nominated for another three-year term.
 - The Directorship of any person under consideration as an officer nominee to be elected at the December Board meeting is nominated for another three-year term.
 - The Director's current willingness and ability to serve as a chairperson, co-chairperson and/or Officer of the organization is taken into consideration.
 - Every effort should be made to recruit newer members who have demonstrated a high degree of interest and participation in the Friends as nominees to the Board of Directors.

Directors and Officers Nominating Committee

- Not less than 60 days in advance of the Annual Meeting, the President shall appoint not less than three members to serve along with the President and Vice President as a Directors and Officers Nominating Committee.
- Excluding the President and Vice President, only Directors whose terms are not expiring shall serve on the Directors and Officers Nominating Committee.
- While the appointed committee members may or may not be Directors, generally Directors have the most knowledge concerning the interest and abilities of members of the organization.
- The Vice President shall serve as chairperson.
- In the interest of ensuring a comprehensive and integrated approach to development of Friends of the Forest leadership, this Committee is charged with identifying Director candidates for election in October and Officer candidates for election in December.

Director Nomination Process

- The Directors and Officers Nominating Committee is responsible for identifying a slate of one candidate for each of the expiring Directorship positions of the organization. There are times when it is preferable to leave one or more Board positions open.
- In the interest of preserving continuity in the Directorship of the organization, the members of the Directors and Officers Nominating Committee shall canvass the Directors with expiring terms to determine their interest and ability to serve another 3-year term as a Director.

- The Directors and Officers Nominating Committee shall identify Directors whose terms are expiring who may be slated for election/reelection as an Officer of the organization.
- The Directors and Officers Nominating Committee shall identify Directors whose terms are expiring who may no longer be interested or capable of fulfilling the duties and responsibilities of being a Director and should be retired.
- It is the responsibility of the President to contact those retiring Directors to notify them that there is an organizational need to recruit newer members into the Board of Directors and to thank them for their years of service as a Director of the organization.
- The members of the Directors and Officers Nominating Committee shall canvass the Committee Chairpersons, seeking the names of active volunteers who might be good candidates to serve on the Board of Directors.
- The Vice President shall prepare a ballot of the Nominating Committee's Director candidates, including space to cast a vote for write-in candidates.
- The ballot shall be published in the organization's newsletter that is mailed to members prior to the Annual Meeting.
- The ballot shall include instructions that all absentee ballots and write-in votes must be received by the Secretary before 5 p.m. of the day preceding the Annual Meeting, as required by the Bylaws.

Director Election Process

- Directors are elected at the Annual Meeting, which is normally held at the end of October. Members who attend the Annual Meeting and do not wish to vote for a write-in candidate, need not return a written ballot. The Secretary shall return ballots, other than those containing write-in candidates, that are received from any members who attend the Annual Meeting.
- Because the Bylaws require that write-in votes be received by the Secretary by the day preceding the Annual Meeting, no nominations shall be made from the floor.
- The Secretary shall tabulate the absentee ballots and provide the results, including the number of votes for write-in candidates, to the President prior to the election.
- If there are less than twenty (20) write-in votes for any individual write-in candidate, the President shall call for a vote accepting the nominated slate of Directors.
- The new Directors' term in office begins as soon as the election results are announced.

Officer Nomination process

- The Bylaws of the organization specify that the President, Vice President, Treasurer, Assistant Treasurer and Secretary, be elected annually by the Board of Directors to serve one-year terms of office.
- In practice, the complexity of the organization's service activities and finances make it desirable that wherever possible:
 - The persons elected as President and Vice President each serve two successive terms in office.

- The Vice President succeeds the President in office, thereby requiring the person newly nominated as Vice President to commit to serve the organization for four years.
 - The Treasurer and Assistant Treasurer each serve successive terms in office.
 - The Assistant Treasurer succeeds the Treasurer in office, requiring the person newly nominated as Assistant Treasurer to commit to serve the organization as Treasurer for at least one additional year.
- Following the October Annual Meeting and before the second week of November of each year, the President and Vice President shall reconvene the Directors and Officers Nominating Committee.
 - The Directors and Officers Nominating Committee is responsible for identifying one candidate for each of the Officer positions.
 - In the interest of preserving leadership continuity, the members of the Directors and Officers Nominating Committee shall canvass the Officers of the organization to determine their interest and ability to serve the successive terms of their offices.
 - The members of the Nominating Committee shall canvass the members of the Board of Directors, seeking individuals who are both interested and capable of serving in the vacated officer positions.
 - The Nominating Committee may also consider active members who are not currently on the Board, particularly for the positions of Assistant Treasurer, Treasurer, and Secretary.
 - Members of the Directors and Officers Nominating Committee may be considered for the slate of nominated Officers.
 - The Vice President, as chairperson of the Directors and Officers Nominating Committee, shall present the slate of Officers to the President at least one week before the December Board of Directors meeting.
 - The President shall notify the members of the Board of Directors of the slate of Officers in the agenda sent out prior to the December Board meeting.
 - Any Director wishing to nominate an alternate candidate for an office must do so in writing to the Secretary prior to 5 p.m. on the day preceding the December Board meeting.
 - The rationale for this requirement is to reduce confusion and last-minute disruption during the meeting, to allow the individual named to be contacted to determine his or her interest and ability to serve, and to allow for the preparation of ballots.
 - As specified by the Bylaws, all nominees must be members of the Board of Directors.

Officer Election Process

- At the December meeting, following the President's Report, the President shall preside over the election of officers by announcing the Directors and Officers Nominating Committee's slate of officers, announcing additional nominations, if any, and conducting the election.
- The new Officers' term in office begins as soon as the election process is completed, and in those years when a new President is elected, the gavel will be turned over at that time.

Mid-Term Vacancies

- Any mid-term vacancy occurring on the Board may be filled through appointment by the remaining Directors to fill the unexpired portion of the term, as specified in the organization's Bylaws.

Approved by the Board 9/15/15

Board Voting by Electronic Mail (Email)

Purpose: To authorize the Board of Directors to vote by electronic mail (email) between regular meetings when such a vote is necessary.

When Email Votes Will be Used

- Email voting between Board meetings will be reserved for those issues needing a decision before the next in-person Board meeting will be held.
- Interim email voting might be used for such important activities as authorizing expenditure of funds or taking an action that moves a project forward.

Voting Process

- All email requests for a vote shall be presented to the Board through the President or, in the absence of the President, the Vice President. The President will personally contact any Board member who does not have email, to ensure all Board members can participate in the vote.
- The email vote will be in the form of a clearly stated motion. The President will take great care to ensure that all information presented to the Board is accurate and reasonably complete, and will try to include both pros and cons.
- The President will indicate the timeframe in which votes will be cast and counted. If possible, Board members will be given time to engage in email dialogue prior to casting their votes. The time period for voting will occur after the time period for on-line dialogue is over. It is possible Board members will raise considerations that result in the President determining it would be in the best interests of the organization to revise the motion or to wait till the next in-person meeting to consider the issue.
- Board members will cast their votes by using "Reply All," so votes are visible to all.
- As always, a majority of the Board members constitutes a quorum, so for an official vote to occur, more than half the Board members would need to respond to the request for a vote.
- The President will count the votes and inform the Board, via email, of the results.
- A record of the email vote and any actions taken must be added to the Minutes of the next in-person meeting of the Board of Directors.

Approved by the Board 6/17/09

Recognition Awards

Purpose: To provide a means for recognizing Friends of the Forest, Inc. members with service awards at the Annual Meeting of the Membership and the December Board meeting when the outgoing President leaves office.

Categories and Descriptions of Awards

- New Volunteer of the Year is a principal award given to a member who is new to the Friends, suggesting perhaps a membership of one to one and one half years. This person has jumped in with both feet and hit the ground running and has given many hours volunteering in a variety of activities.
- Volunteer of the Year is a principal award given to a member who has, over the past year, given generously of their time through a variety of activities and exemplifies the volunteer spirit.
- Heart of the Friends Award is a principal award presented to a member who exhibits “Heart” to the Friends of the Forest. The award recipient is passionate about the Friends and freely gives their time to make a difference.
- President’s Award is a principal award of special recognition to a member who has made an outstanding contribution to the Friends’ volunteer work.
- Distinguished Volunteer Award is a principal award presented to a member who has over many years consistently given of their time to the Friends of the Forest in a variety of activities.
- Committee service award certificates are presented to committee members who excel in criteria identified by committee chairs such as number of volunteer hours, special effort, or breadth of contribution.
- Recognition of the outgoing President with a gift.

Nomination Process

- Selection of award recipients and procurement of award keepsakes are the responsibility of the Awards Nominating Committee (ANC).
 - The President impanels the ANC, consisting of the President and/or Vice President and two other Board members, by August 15.
 - The ANC disbands after distribution of awards at the Annual Meeting.
- The ANC invites all committee chairs and Board members to submit names and rationale for nominations by September 15 for consideration by the ANC. Descriptions of award categories and lists of prior award recipients are communicated so that principal award recipients are not eligible for the same award for a period of five years.
 - Each nomination for a principal award should contain sufficient supporting information to substantiate the nomination. A principal award may be presented to an individual, couple, or team.
 - A nomination for a committee service award certificate should include a one to two sentence justification that will be read as the member receives the certificate at the Annual Meeting of the Membership.

- Generally, small committees recognize one or two members. Large committees may recognize up to five members.
 - Committee members are eligible for service award certificates every year.
- The ANC selects the award recipients from the nominees, prepares written narratives for the Awards Program and procures any keepsakes at least two weeks before the Annual Meeting of the Membership.
- The Vice President prepares the narrative to recognize the outgoing President and procures the gift.
- All service award costs (principal awards, certificates, and recognition of the President) are paid by Friends of the Forest.
 - The ANC may spend an amount not to exceed \$25 for each principal award.
 - The value of the gift for the President should not exceed \$150.
- Awards are presented only to members in good standing, i.e., members whose dues are not delinquent.

Awards Programs

- Annual Meeting of the Membership
 - For each principal award, the President provides both a description of the award and the rationale for selection of the recipient as the award is being presented. The presentation of each principal award is photographed for inclusion in the Friends of the Forest newsletter, *Branching Out*.
 - The committee chairs present committee service award certificates to nominees. A brief one or two sentence account of each member's contribution is shared as the member's name is called. Certificate recipients are photographed as a group. Names of recipients are reported in *Branching Out*.
- December Board meeting of outgoing President
 - The newly-elected President recognizes the service of the outgoing President. Presentation of the award and gift is photographed for inclusion in *Branching Out*.

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Routine Expenditures

Purpose: To specify the "routine expenditures" that the Treasurer is authorized to pay per Article 8 of the Bylaws, provided annual approval is given by the Board.

Included in "Routine Expenditures"

- Accounting fees
- Committee Chair Expenditures (reimbursement for unanticipated immediate needs) not to exceed \$75.00. Committee Chair shall also notify the President when requesting reimbursement from the Treasurer
- Display merchandise at the discretion of the merchandise chair, provided the unsold inventory does not exceed \$700 at any time
- Filing fees
- Forest Service volunteer patches/vinyl holders
- Insurance premiums - D&O, liability
- Interpretive Program Copy/Print Fees
- Member name tags
- Membership brochures
- Newsletter printing
- Neon Membership Software
- Officers' office supplies
- Orders for any pre-sold merchandise
- Palatki and V-V guides
- Plaques for annual awards and gifts
- Postage
- Reporting App Fees
- Vests and caps
- Water
- Web Hosting/Domain Fees

Forest Service Resource Requests

Purpose: To establish a procedure to insure that proposals for Friends of the Forest (FOF) finite resources involving volunteer hours and/or funding are consistent with the Forest Service (FS) priorities established by the Red Rock Ranger District Ranger, and are a good fit for the Friends of the Forest.

FS Requesting Process

- This process should be followed when the FS would like FOF to take on a major new project (e.g., NVUM survey or Road Count) or when the FS requests funding in an amount above \$200.
- A FS staff member initiates the request at a FS monthly staff meeting, which is attended by the FOF President or Vice-President.
 - The proposal is discussed by the FS staff.
 - The District Ranger and FOF President determine if the activity is worthwhile for the FS and appropriate for the FOF volunteers.
 - The Forest Service minutes should identify the project and the decision made.
- To the extent practical, the FS request should include the following:
 - A description of the activity and expected results.
 - Estimated funding required for the activity.
 - Estimated supplies, equipment, manpower and skills needed to complete the activity.
 - Time-frame for beginning and ending the activity.
 - Identification of the FS contact person for the activity.

FOF Implementation

- The FOF President will follow the SOP for “Forming & Disbanding Committees,” which includes procedures for responding to requests from the FS.
- If the Board approves a new activity that is temporary then the President will appoint a special project coordinator who will ask for volunteers to complete the project.
- If the Board does not approve the activity because funding or volunteer hours are not available, then the FOF President will discuss the proposal with the District Ranger to see if FOF resources ought to be redirected from some other active project.

Approved by the Board 12/09/09

Fundraising

Purpose: To define and delineate the fundraising policy of the Friends of the Forest, both in terms of mechanics as well as organizational philosophy.

Organizational Philosophy for Fundraising

- As a general policy, the Friends of the Forest is largely a service organization, not a fundraising organization.
- We do not engage in aggressive fundraising techniques, such as soliciting membership for extra donations, soliciting businesses, or through email or other large-scale mailing campaigns.
- We do not engage in political fundraising, lobbying, or other politically oriented fundraising activities.

Procedures for Fundraising

- The Friends of the Forest raises funds through:
 - membership dues
 - unsolicited donations from members, individuals, foundations, or other organizations
 - donation boxes at Palatki, V-V and the Visitor Contact Office.
 - the sale of various merchandise such as water, soft drinks and booklets
 - the partial donation of the proceeds from the sale of books or other creative works authored or contributed by members of the Friends
 - grant applications to various granting agencies, including but not limited to: National Forest Foundation, Sedona Community Foundation, Arizona Community Foundation and Arizona Game & Fish Department.
- Any other fundraising proposals must be approved by the Board of Directors before being implemented.
- All funds raised by the Friends of the Forest are used either to cover operating expenses or for use in Forest Service projects.

Approved by the Board 6/17/09

National Forest Foundation Grants

Purpose: To define the process for acquiring funds via the National Forest Foundation (NFF) Matching Awards Program, used to perform on-the-ground conservation work on the Red Rock Ranger District (RRRD), Coconino National Forest (NF). Under the NFF/National Association of Forest Service Retirees (NAFSR) Partnership Agreement, matching funds are available, up to \$1000, for small projects that are not funded by the annual Forest Service operating budget.

Application Process

- The Forest Service initiates project requests by preparing the Special Project Request Form and presenting it to the FOF/NFF liaison no later than two weeks before the FOF Board meeting at which action is requested.
- The FOF/NFF liaison assures that the project involves specific on-the-ground actions that will be of direct benefit to the NF resources and will have strong community support, and coordinates the project with Local Representatives of NAFSR.
- The FOF/NFF liaison presents the proposed project and recommendations to the next FOF Board of Directors meeting for approval.
- After planning details are worked out between the RRRD and the FOF/NFF liaison, the liaison prepares a 2-3 page application for matching funds from NFF addressed to both NFF and NAFSR for project and funding approval.

Financial Aspects

- Upon receipt of the "Award Recipient Agreement" committing matching funds from NFF, FOF sends a check for 50% of the estimated cost of the project to NFF. NFF then matches the FOF funds, up to \$1000, and sends the aggregate to the treasurer of NAFSR. These funds, minus \$50 administrative processing funds, are then made available to FOF to complete the project.
- FOF and NAFSR representatives are fiscally accountable for the project funds, and therefore assure that funds are spent for the intended purpose such as supplies, materials and contracts. No NFF funds may be directed back to the Forest Service for any purpose, and the project must be completed in one year.

Accomplishment Report

- Upon completion, the FOF submits an accomplishment report, signed by a local NAFSR representative, to both NFF and NAFSR along with any publicity of the project.
- The report should show how the money was spent, include the completed NFF Financial Report Form, an outline of the benefits in measurable results to the NF and local community, and photographs if appropriate.

Approved by the Board 9/16/09

Appropriate Volunteer Interaction

Purpose: To identify appropriate interactions with the public, Forest Service personnel, and other members of the Friends of the Forest, and to specify corrective measures when needed.

Appropriate Interaction

- Members of the Friends should strive to interact in a courteous, friendly, and professional manner when representing the Forest Service to the public, or in our volunteer capacities with Forest Service personnel or other members of the Friends.
- Rude, obnoxious, or disrespectful behavior should not occur when we are representing the Forest Service in a professional volunteer capacity.
- In like manner, members of the Friends of the Forest have a right to expect to be treated courteously by the public, Forest Service employees and other members of the Friends.

Remedial Action – Witness to Inappropriate Behavior

- If a member of the Friends becomes aware of rude or inappropriate behavior on the part of another member of the Friends (or other co-worker, e.g., site host) he/she should fill out the Incident Report Form with as much detail as possible, including verbatim comments when possible, untoward actions, and names of any other witnesses of the incident.
 - Copies of this form should be turned in to their Committee Chair and to the President of the Friends of the Forest, as soon as possible. The Committee Chair and President should immediately discuss the incident with the supervising Forest Service staff member.
- Depending on the nature and severity of the incident, previous incidents of a similar type and any other mitigating factors, the following actions may be taken:
 - Counseling with the individual member.
 - Suspension of the member from that particular volunteer activity, e.g., they will no longer be able to volunteer at VIS, but may continue to work on Trail Maintenance.
 - Removal of the individual from the membership of the Friends.
- Any time one of the above actions is deemed necessary, it would be reviewed in person with the member of the Friends. One or more of the following persons would conduct the review: Forest Service staff supervisor, FOF Committee Chair and FOF President.

Remedial Action – Recipient of Inappropriate Behavior

- If a member of the Friends feels they have been rudely or inappropriately treated by a member of the public, the Forest Service, or another member of the Friends in the course of their volunteer activities for the Forest Service, they should immediately fill out the Incident Report Form and turn it in to their Committee Chair and to the

President of the Friends of the Forest, with detailed information, comments, and potential witnesses, as soon as possible.

- The Committee Chair and President of the Friends and the appropriate Forest Service supervisor should look into the incident.
 - Incidents with the public may not have any direct remedial action possible other than debriefing the affected member of the Friends and possible additional training, education, or counseling as required.
 - Incidents with Forest Service staff will be handled by the Forest Service with the participation of the affected member, the Committee Chair, and the President of the Friends. Remedial action in this instance will be up to the Forest Service leadership.
 - Incidents with other members of the Friends will be dealt with through their Committee Chair and/or the President of the Friends depending on the specific circumstances and the severity of the incident. Remedial action may include any of the items above.

Confidentiality

All incidents of this type should be kept strictly confidential among the individuals directly involved in the occurrence and/or its resolution. All Incident Report Forms should be destroyed after the incident has been reviewed and any remedial action has been taken.

Forest Service Internal Affairs

The members of the Friends of the Forest do not involve themselves with the internal affairs of the Forest Service.

Common Sense

The intent of this SOP is to give the Friends written guidelines on how to deal with serious, egregious acts of rudeness or inappropriate behavior. It is not intended to be over-used for minor disagreements, quarrels, or petty squabbles which should be handled between individuals on an adult basis.

Approved by the Board 04/20/11

Friends of the Forest Incident Report Form

Time/Date of Incident _____

Location _____

Incident report by

Name _____

Phone/Email _____

What is the most convenient time and method for us to contact you about this complaint?

Who or What is the complaint about?

Description of Incident

Please explain as clearly as possible what happened, where, when and why you believe it happened. Indicate who was involved. How would you like this complaint to be resolved?

Please list below any persons (witnesses, if known, whom we may contact for additional information to support or clarify your complaint).

<u><i>Witness Name</i></u>	<u><i>Address</i></u>	<u><i>Telephone</i></u>	<u><i>Email</i></u>
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_____	_____	_____	_____
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Submit copies of this form to the Friends of the Forest Committee Chair of the activity related to this incident and to the President of the Friends of the Forest.

4/20/11

Membership - Committee Participation

Purpose: To outline effective committee membership practices that are consistent with the welcoming culture of the Friends of the Forest (FOF). Also see related FOF Standard Operating Procedures “Managing Membership,” “Membership Recruitment and Publicity,” “Forming & Disbanding Committees,” and “Appropriate Volunteer Interactions.”

Board Oversight of Committees

- All committees are an integral part of FOF and fall under the oversight of the Board of Directors (Board).
- All significant committee decisions, policies, attire and membership issues will be approved by the Board.
- Committee chairs and co-chairs should consider themselves temporary custodians of the committees while in their leadership positions. Chairs and co-chairs serve under the authority of the Board.

Committee Participation

- FOF welcomes new members.
- We encourage new members to participate in one or more committees.
- All new adult members in good standing are welcome to join any committee in which they are interested, provided they are willing to undertake the necessary training, certification, or licensing to become a safe and effective member of the committee.
- After a person communicates to a committee chair that they want to join the committee, the chair has responded to the person, and the applicant is a member of FOF, then the applicant is considered to be a member of the committee.
- Depending on committee requirements, the new member might not be able to be an active participant until after being trained, certified or licensed. The new committee member will still be able to attend committee meetings and trainings.

Committee Training and Certification

- Any necessary FOF training will be made available in a timely manner to all new committee members, ideally within one to three months.
- Any Forest Service (FS) training, licensing or certification necessary to belong to or join a committee will be scheduled by the FS and, hopefully, will be available to volunteers at least twice a year.
- A member would be considered a potential committee participant upon successful completion of all the requirements of the committee as obtained from the committee Chair.
- FOF committees include but are not limited to:
 - Visitor information services
 - Cultural resource interpretation and protection
 - Trail maintenance and construction
 - Trail patrol
 - Water quality sampling in Oak Creek
 - River ranger support
 - Fire tower support
 - Fossil Creek clean-up

- Fossil Creek ride-alongs
- Upon the potential participant's successful completion of orientation, training or certification, the respective committee Chair will integrate the new member into the committee as quickly as possible. If participation cannot be immediate, the new member's name will be added to a dated waiting list (first come, first considered).
- The Chair will inform the Treasurer of the new committee member becoming actively involved. The Treasurer will then order a "Friends of the Forest" name tag for the new participant. Initial name tags are provided courtesy of FOF. Additional or replacement tags are ordered through the Treasurer at the member's cost.

Committee Attire

- In general, FOF members who are engaged in volunteering must wear their authorized FOF name tag and some form of FS volunteer identification. At the Visitor Contact Office or a cultural resource site, this is likely to be the FOF vest with a FS Volunteer patch. On a trail patrol, this is likely to be a FS volunteer patch that is worn on a shirt or hat.
- Any attire prescribed by the committee that is outside the standard Friends of the Forest attire must be approved by the FOF Board subject to FS approval.

Suspension or Removal from a Committee

- Suspension or removal from an FOF committee is covered under the "Appropriate Volunteer Interaction" SOP. If a committee participant is not abiding by the rules and requirements of said committee, it is the Chair's responsibility to bring any problems to the FOF President and FS supervisor as quickly as possible to ensure timely review of the situation.

Approved by the Board February 15, 2012