

Friends of the Forest Standard Operating Procedures Manual

As Revised March 13, 2019

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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 member communicates to a committee chair that they want to join the committee, the chair has responded to the person, and the member has signed the appropriate JHA, then the person is considered to be a member of the committee. The committee chair then assigns the member to the project in the Membership Management System.
- 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 training, licensing or certification necessary to belong to or join a committee will be scheduled by the Forest Service 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 Resources and Protection
 - Trail Maintenance and Construction
 - Graffiti Removal
 - Interpretive and Educational Programs
 - Trail Patrol

- Fossil Creek Air Sampling
- Water Sampling
- River Ranger Support
- Special Projects
- 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 or some form of Forest Service volunteer identification. At the Visitor Contact Center or a cultural resource site, this is likely to be the FOF vest with a Forest Service Volunteer patch. On a trail patrol, this is likely to be a Forest Service 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 Forest Service 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 Forest Service supervisor as quickly as possible to ensure timely review of the situation.

Approved by the Board February 15, 2012, Revised by the Board 03/13/2019

Member Responsibilities

Purpose: To identify actions requested of FOF Members to enable effective communication, ensure member privacy, and provide a safe and respectful volunteer environment for all.

Membership Dues

- Ensure annual dues are up to date, if applicable

Member Information (Upon joining FOF, members are provided login instructions for the FOF member database)

- Maintain current contact information in the FOF member database
- Update volunteer interests and preferences when appropriate
- Maintain privacy of other members' e-mail addresses and contact information which may be shared in the course of FOF activity
- Refrain from using FOF address lists for purposes unrelated to authorized FOF activity

Volunteer Safety

- Maintain safety awareness for self and others while engaged in volunteer activities
Read and sign a Job Hazard Analysis (JHA) for each applicable committee and project annually or before commencing any new volunteer activity. JHAs are accessed via login to FOF membership database.
- Follow Forest Service notification procedures for emergencies which are provided by Committee Chairs.

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 or disrespectful behavior should not occur when representing the Forest Service in a volunteer capacity.
- In like manner, members of FOF have a right to expect to be treated courteously by the public, Forest Service employees and other members of the Friends.
- Incidents or behavior of concern to a volunteering FOF member, either observed or personally experienced, should be reported to the appropriate Committee Chair. The volunteer may be asked to submit a written Incident Report. Incidents may be reported to the supervising Forest Service staff member or Volunteer Coordinator when appropriate.
- A Committee Chair may provide counsel or feedback to a volunteer regarding public interaction. In rare circumstances a volunteer may be suspended from a Committee

or project, following review by the FOF President and Forest Service Volunteer Coordinator.

Forest Service Internal Affairs

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

Approved by the Board 04/20/11, Revised by the Board 03/13/2019

Managing Membership

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

Membership Tracking

- Standard membership is the calendar year, 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 Membership System Administrator, in consultation with the Membership Chair 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.
- 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 sent the newsletter. We do not count guests as members.
- Donor: Person or organization that donated funds with no expectation of membership. We send them an annual newsletter, but do not count them 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 Membership System Administrator, President, Membership Chair, and Chairs of the Committees the new member indicated they might join, with the new member's contact information
 - A person is considered to be a member when the Treasurer has notified the Membership Chair.
 - For new members joining through an on-line payment, a welcome letter is automatically generated by the Membership System. For new members paying

by check/cash, the Treasurer triggers a Membership System process to generate the welcome letter.

- As part of the new membership process, the Treasurer triggers the Membership System process to generate an e-mail to the new member providing instructions on how to access their FOF Membership System account.

Dues Renewals

- In November the Membership Chair mails dues renewal letters to Annual members.
- As dues payments are received, the Treasurer updates the Membership System database.
- In January, the Membership Chair 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/project 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 considered, for the purposes of membership counts, as a new member as of the following year.
- The Membership System Administrator, in consultation with the Treasurer and Membership Chair, counts annual membership as of September 30, for a report at the annual meeting.

Membership List

- After April 1, the Membership System Administrator e-mails Committee Chairs a list of their committee 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 Membership System Administrator advises the President through e-mail that the membership list in Membership System has been updated and is current.
- The membership list is available to any Officer or Committee Chair.

Membership Privileges

- A person must be a member to participate on a committee/project, and must have signed a current Job Hazard Analysis (JHA) form for the activity.
- JHAs are required by the Forest Service in order to participate in activities. The form is tailored by the Forest Service for each type of activity, and spells out the nature of the activity, potential hazards, and any abatement action required by a volunteer to avoid injury.

- 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

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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 www.friendsoftheforestsedona.org.
 - Prospective members may communicate their interest or questions via email available from the organization's website.
 - A printable membership application is available on the website.
- The Coconino National Forest webpage on volunteering also provides information on 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 FOF website.
- Interviews for news articles, radio programs or videos highlight the welcoming and inclusive culture of the Friends. The Friends website should be mentioned during any interview.
- 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 Center (VCC). The Cultural Resources Committee Chair is responsible for providing brochures to be displayed 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/or volunteer 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 Center, if interest is expressed.
 - Individual members may choose to keep a few contact cards with them to hand out during Friends-sponsored activities such as Trail 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)

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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 volunteer 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 Resources and Protection
 - Trail Maintenance and Construction
 - Graffiti Removal
 - Interpretive and Educational Programs
 - Trail Patrol
 - Fossil Creek Air Sampling
 - Water Sampling
 - River Ranger Support
 - Special Projects

Activity Limitations Regarding Children

- FOF does not accept activities that involve taking care of children but may accept Forest Service sponsored activities in which children participate. The following is noted:
 - 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.

- Under Forest Service guidance, FOF members may assist with District sponsored public education activities in which children participate under the supervision of a parent or guardian. An example is the Smokey Bear program.
- 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.

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Forming & Disbanding Committees and Projects

Purpose: To establish and maintain committees and projects 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 President or an Executive Committee prior to the next board meeting if possible. The President 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
 - Proposed Committee Chair
- The President may send an email to the general membership asking for interest in staffing the new committee, with details in the email as to their duties, time commitments, etc. Member interest may also be confirmed through informal discussion with Committee Chairs.
- At the next Board meeting, a summary of the President or 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

Refer to the section of this SOP describing Forest Service Resource Requests.

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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 during the Annual Meeting 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 made available electronically 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 during the 4th Quarter. 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. If there are 20 or more votes for any individual write-in candidate, then that write-in candidate will be added to 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 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.
- The Treasurer and Assistant Treasurer each may serve successive terms in office.
- The Assistant Treasurer succeed the Treasurer in office.
- Following the Annual Meeting and before the final board meeting of the calendar 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.

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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.

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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 at 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 1 to 1 ½ 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.
- 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.
- President’s Award is a principal award of special recognition to a member who has made an outstanding contribution to the Friends’ volunteer work. It is awarded at the discretion of the President.
- 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, presented at the December Board meeting when the outgoing President leaves office.

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 between two and four other Board members, sufficiently in advance of the Annual Membership Meeting.
 - 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 an agreed upon deadline 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 is made by a Committee Chair and communicated to the President so that a certificate can be printed and awarded to the recipient 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. Certificate recipients are photographed as a group. Names of recipients are reported in the newsletter, *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*.

Approved by the Board 04/15/09, Revised by the Board 9/15/10, Revised by the Board 03/13/2019

Forest Service Resource Requests

Purpose: To establish a process to ensure proposals for Friends of the Forest (FOF) finite resources involving volunteer hours and/or funding are:

- Consistent with the Forest Service (Forest Service) priorities established by the Red Rock Ranger District Ranger
- A good fit for the Friends of the Forest

The objective of FOF is to provide volunteers 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.

There are instances when specific activities, such as photo documentation of cultural resources, take place elsewhere in the Coconino National Forest, outside the Red Rock Ranger District.

Example Activities

- Visitor Information Services
- Cultural Resources and Protection
- Trail Maintenance and Construction
- Graffiti Removal
- Interpretive and Educational Programs
- Trail Patrol
- Fossil Creek Air Sampling
- Water Sampling
- River Ranger Support
- Special Projects

Forest Service Requesting Process

- This process should be followed when the Forest Service would like FOF to take on a major new project or when the Forest Service requests funding in an amount above \$200.
 - A FS staff member initiates the request through the RRRD Volunteer Coordinator who obtains District Ranger approval and presents the request to the FOF President at least one week prior to a board meeting.
 - The President may choose to discuss a request with the District Ranger to understand its importance to the Forest Service and review any concerns.
 - The President may recommend that a request be revised or withdrawn..
- To the extent practical, the Forest Service 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 Forest Service contact person for the activity.

FOF Implementation

- Requests may be initially considered “projects” and then evaluated after the 1st year to determine if a committee should be formed to handle the workload.
- The Forest Service contact person will present the proposal to the Board. After discussion, the proposal will be put to Board vote.
- A new project will be formed only if:
 - The Board votes to proceed, and
 - There is sufficient interest or support from the general membership to staff it.
- If the Board approves a new activity, 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.

Annual Review

- All projects and committees will be briefly reviewed annually by the President with input from project leads / committee chairs and the District Ranger. Recommendations from the review will be presented to the board. Recommendations may include conversion of a project to a committee. A general definition:
 - Projects are for a duration of less than 1 year.
 - Committees are for a duration of more than 1 year and/or indefinite duration
 - Common sense should be used in defining the work as a project or committee.
- Reasons for disbanding a committee might include
 - The project / committee has fulfilled its purpose
 - It has too little support from the general membership to continue
 - The District Ranger requests that it be disbanded.
- Any proposal to disband a committee will be voted on by the board.

Approved by the Board 12/09/09, Revised by the Board 03/13/2019

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 at the December Board Meeting.

Included in “Routine Expenditures”

Batteries for trail cameras up to ~~\$250/yr~~ \$300/yr
Bottled water for Heritage Site sales
Committee Chair Expenditures (reimbursement for *unanticipated immediate needs*) not to exceed \$75.00. Committee Chair shall notify the President when requesting reimbursement from the Treasurer
Directed/Restricted Donations as necessary to fulfill the intention/request of the donor
Display merchandise at the discretion of the merchandise chair, provided the unsold inventory does not exceed \$700 at any time
Docent handbook printing
Filing fees - AZ Corporation Commission and others as legally required
Insurance premiums – D&O and Liability
Interpretive Program copy/print fees
Member name tags, emergency contact cards and vinyl pouches with clips
Membership brochures
Newsletter printing
Membership System software
Officers office supplies
Orders for any pre-sold merchandise
Palatki/Honanki/V-V Heritage Guides
Plaques for annual awards and gifts
Postage
Post Office Box annual rental fee
Reporting App fees
Vests for VIS and Docents and others as required
VIS training material
Web hosting/domain registration fees

Approved by the Board 02/18/2009, Revised by the Board 2/17/10, Revised by the Board 03/13/2019

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
 - The sale of various merchandise such as water DVs 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 in advance 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, Revised by the Board 03/13/2019

Grants

Purpose: To define the process for acquiring funds via grants such as the National Forest Foundation (NFF) Matching Awards Program, or the National Environmental Education Fund (NEEF), for small projects that are not funded by the annual Forest Service operating budget.

Application Process

- FOF and the Forest Service will maintain a Master Challenge Cost Share Agreement to govern the transfer of funds from FOF to the Forest Service
- The Forest Service may initiate grant funded project requests by contacting FOF President.
- The Forest Service and FOF President will agree which party will draft the application.
- Grant applications in process are advised to the FOF Board but do not require Board approval.
- In addition to direct grant applications, FOF may provide a letter of support to the application of another organization, such as the Sedona Red Rock Trail Fund, at the discretion of FOF President. FOF President must verify that the Forest Service supports any third-party grant application.

Financial Aspects

- Supplementary Project Agreements will be executed for funds transfers if determined necessary by the Forest Service.

Approved by the Board 9/16/09, Revised by the Board 03/13/2019

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).

Witness Name Address Telephone Email

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.

