

# OREGON TREE FARM SYSTEM, Inc.

## OPERATIONS MANUAL

Updated June 2024



## **About this Manual**

This operation manual establishes procedures to guide the activities of the Oregon Tree Farm System. Additionally, it serves as a training manual for new board members and assists committees and committee chairs to more effectively and efficiently accomplish assigned tasks.

The original manual was created in 2014 by Dick Courter, OTFS board member. During a board retreat, the board and committee chairs identified **3-Ps: Purpose. Process. Product.** This format guides the board and working groups to meet the OTFS mission.

This manual is periodically updated with new or revised procedures that are approved by OTFS Board of Directors. It is published on the OTFS website.

## TABLE OF CONTENTS

Oregon Tree Farm System Vision and Mission.....	5
American Forest Foundation Mission, Values, Vision .....	6
Board Calendar of Activities .....	7
Work Plan .....	9
Recognition Calendar of Activities .....	11
Board of Directors, Current .....	12
Board of Directors Duties .....	14
Board of Directors : Member Expectations.....	15
Board Chair.....	16
Board Chair-Elect.....	17
Secretary.....	18
Treasurer.....	19
501c3 IRS Determination Letter .....	22
Bylaws .....	23
Standing Rules.....	27
Travel Reimbursement Policy .....	30
Memorandums of Understanding/Partnership Agreements: OTFS and OSWA.....	30
Strategic Plan .....	31
OTFS Memorial Fund- Committee Development and Supporting documents .....	32
3 Ps for Administrative Function.....	44
3 Ps for Work Plan and Budget Committee.....	45
3 Ps for Data Base Record Maintenance.....	46
3 Ps for Resource Development Committee.....	46
3 Ps for Nominating Committee.....	47
3Ps for Recognition Committee Development .....	48
3 Ps for Oregon Tree Farmer of the Year Committee Development.....	49
3 Ps for Annual Meeting Luncheon and Supporting Documents .....	58
3 Ps for 25- & 50-Year Recognition.....	61
Inspector Incentive Program .....	61
3 Ps for Communications Committee.....	63
Ps for Education Committee.....	63

Inspector Training Committee.....64

## **Oregon Tree Farm System Vision\***

Highly motivated and inspired group of volunteers and board members with a stable budget who enjoy working together in a highly functional infrastructure.

### **Our Mission**

- Empowering private landowners to manage their forests sustainably.

### **OUR PURPOSE**

Impacting the world by making Oregon better one acre at a time.

### **OUR VALUES**

Connectivity, Collaboration Stewardship, Gratitude, Inclusivity

## **American Forest Foundation and the American Tree Farm System**

The American Tree Farm System is a nationwide program which gives public recognition to private family forest owners who are doing an effective job of sustainably managing their forest resources. The ATFS was organized in 1941.

ATFS is the flagship program of the American Forest Foundation.

In 2015, the AFF Board of Trustees adopted a new mission, values and vision:

### **Mission**

The American Forest Foundation ensures the sustainability of America's family forests for present and future generations in conjunction with our strategic partners.

### **Values**

- Purpose: We drive conservation impact with family forest owners.
- Results: We create measurable and verifiable results.
- Learning: We learn. We improve. We share.

### **Vision**

- Build a national movement of landowners – 200,000 strong – who are actively caring for their woods to protect the clean water, wildlife habitat and sustainable wood their forests provide in order to:
  - Double the number of acres of healthy, resilient family-owned forests
  - Ensure the 22 million Americans in the West have cleaner water by reducing wildfire risks and creating more ecologically-resilient family woodlands
  - Protect and enhance habitat on family woodlands for more than 300 at-risk species
  - Increase sustainable wood supplies from family woodlands while protecting and enhancing habitat for at-risk species
- Increase the awareness of the role of family forests in delivering the benefits these lands provide and position AFF as the leading expert on strategies to engage family forest owners in forest stewardship and in producing these outcomes.

## **2024 Board Calendar of Activities**

### January

Board Meeting January 18

- Financial Reporting
- Working Group Reports
- Grant Reporting
- OTFS Business

Contact District Chairs with 2024 required inspections

Reports to ATFS - Complete 4th quarter LMP Report

Send TFOY Applications to OSWA Chapter Chairs

### February

Working Groups Meet/Begin implementing Goals

Feb.15: In-Person Inspector Training (Norm Michaels, Lauren Grand, Steve Cafferata)

### March

ATFS National Leadership Conference March 12-14

Board Meeting March 21

- Financial Reports
- Working Group Progress Reports
- NLC Report + Action Steps
- Begin Family Forest Convention planning

### April

Reports to ATFS – First Quarter LMP Report

Working Groups Meet

Mail OTFS Member Donation Request

### May

Complete and mail IRS Form 990

Complete and mail Oregon Department of Justice CT-12

Develop 6-month Work Plan Progress Report

### June

In-Person Board Meeting June 13

- Financial Reports
- Working Group Progress Reports
- Establish Nominating Committee for 2024 Board Officers and Board Positions
- Family Forest Convention + 2023 TFOY Tour: June 13-15

All nominations for 2024 Outstanding Tree Farmer of the Year are due June 1<sup>st</sup>

Family Forest Convention June 13-15- including Oregon Tree Farmer of the Year tour

.

July:

- Working Groups meet
- TFOY Videos

August

Board Meeting August 8

- Begin plans for Members' Meeting and Awards Banquet in November
- Working Group progress reports
- Report from Nominating Committee

Coordinate preparation for 2024 Oregon Tree Farmer of the Year videos

Apply for Oregon Tree Farmer of the Year video grant from ODF

Reports to ATFS

Outreach to Grandfathered Companies for their Annual Donation

September

AFTS grant report

Invoice SIC grant

Working Groups Meet

October

Board Meeting Oct 3rd

- Financial reports
- Working Group Financial Reports
- Finalize Plans for Members 'Meeting
- Election of 2024 Board Officers

Report to ATFS –

Reminder that all AFF Required Inspections should be completed

November

Board Meeting, Location and Date TBA

Members' Meeting and Awards Banquet

Presentation and Approval of 2024 Budget

Passing Chair Position to Darren Goodding

December

Complete and mail Sec of State Corporation Registration form

Submit to AFF- Board Roster



# Oregon Tree Farm System

## 2024 Work Plan

### Certification Working group

- Complete AFF required inspections prior to 1 December 2024
- Eliminate backlog of 5 year recertifications
- Complete requested initial certifications
- Hold trainings and increase Inspector pool to 100
- Send copies of Addendum Snail-mail to all Tree Farmers certified prior to 2022
- Nominate 2024 Inspector of the Year
- Prepare for 2025 Audit

### Communication Working Group/Landowner Journey Working Group

- Participate in regional Tree Schools
- Inform OSWA Chairs who their OTFS Regional Inspectors are
- Create video of how to use Ambassador kits and distribute to OSWA chapters
- Place OTFS Ad in Northwest Woodlands
- Encourage Inspectors to get and pass on Tree Farmers' e-mail addresses
- Publicize Award Winners
- Outreach to OSWA members requesting information on OTFSlp
- Continue web presence including links to Inspector and Board specific information
- Help plan November annual members' meeting

### Recognition

- Encourage local OSWA Chapters to nominate an OTFOY and have at least 10 nominees
- Nominate an Oregon Inspector of the Year and Widely recognize Inspector of the Year
- Select candidate for Hagenstein Award
- Nominate Oregon's Oregon Tree Farmer of the Year for Regional Recognition
- Create, deliver and mount signs recognizing Oregon's Western Regional awardee if selected
- Order all Award signs and help organize June and November Awards Ceremonies
- Distribute TFOY nomination packets to OSWA Chapters in January, 2024

### Governance Working Group

- Renew and Update MOU with ATFS
- Update and distribute OTFS Operations Manual
- Consider Revision of Strategic Plan
- Develop and implement strategy for recruiting Board members and officer succession

### Finance Working Group

- Create annual budget
- Track income and expenses against budget

## ***Recognition Calendar of Activities***

### **January**

- Distribute Nominations package for County 2024 Oregon Tree Farmer of the Year
- Recognition Committee meets
- Previous year wrap-up report to Board
- Generate 25/50-year awards list
- Contact State Forester and Regional Forester about date and presentation of 2024 State Tree Farmer of the Year at award event June 2024
- Discuss Oregon Tree Farmer of the Year Tour with 2023 TFOY

### **February**

- Begin training program for nomination orientation for County 2025 Oregon Tree Farmer of the Year

### **March**

- Follow-up correspondence relative to nomination package

### **April**

- Complete Regional Selection Process (for 2023 State TFOY for 2024 Regional)
- State TFOY Nomination Applications to Communications Working Group for News Release
- Order plaques for 2023 County Nominees
- Select and order plaque for Oregon Inspector of the Year

### **May**

- Recognition Chair organize Selection Team
- Follow up with County Tree Farmer of the Year Selection Committees
- Ask Counties for potential candidate names for preliminary eligibility confirmation

### **June**

- June 1 – Nomination Deadline (for 2024 State TFOY)
- Verify eligibility
- Notify candidates of eligibility status

- Family Forest Convention; Show videos of County 2022 TFOY and announce 2023 State TFOY + announce 2022 Inspector of the Year + collaborate with OSWA on TFOY tour

## **July**

For 2023 County Outstanding Tree Farmers of the Year

- end letters of congratulations to candidates along with rough schedule of events
- Distribute nominations to Selection Teams (for State 2024 TFOY)
- Distribute nomination names to video contractor and coordinate video contract for producing County 2023 Oregon Tree Farmer of the Year videos.

## **August**

- Assist 2023 Oregon Outstanding Tree Farmer in Preparation of Regional Application
- Collaborate with videographer for 2023 County Oregon Tree Farmer of the Year videos
- Selection Committee begins review process for 2024 Outstanding Tree Farmer of the Year

## **September**

- Follow up on videos and Judging
- Contact Forest Service for 2025 County Tree Farmer of the Year Clocks

## **October**

- Order Plaque for Hagenstein Award
- Order Plaque for 2024 Inspector of the Year
- Order plaques for 2025 County Tree Farmers of Year

## **November**

Awards Luncheon

- Work with Communications Working Group/Chair to plan program + Award presentation, including showing videos

## **December**

- Rest Month in preparation for next year activities.

## Current Board of Directors

<b>Name</b>	<b>Elected</b>	<b>Representing</b>	<b>Tree Farmer Year</b>	<b>Term Expires</b>
Mike Barsotti	2019/2023	SAF		2027
Dick Beers	2022			2026
Dave Bugni	2022			2026
Steve Cafferata	2019/2023			2027
Wylda Cafferata	2019/2023			
Mary Chamness	2023			2027
Dick Courter	2019/2023			2027
Ed Easterling	2022			2026
David Ehlers	2022			2026
Lauren Grand	2022			2026
Norm Michaels	2022			2026
Jim Merzenich	2022		2022	2026
Kate McMichael	2023			2027
Steve Vaught	2023			2026
Sue Zeni	2023			2027
Vacant		Grandfathered	Companies	
Nate Agalzoff	Ex officio	ODF		
Holly Ober	Ex officio	OSU		
Seth Barnes	Ex officio	OFIC		
Clint Bentz	Ex officio			
Carrie Spradlin	Ex officio	USFS		
Tom Agens	Ex officio	SIC		
Julie Woodward/Margaret Miller	Ex-officio	OFRI		
Rex Storm	Ex-officio	AOL		

--	--	--	--	--

## ***All Board Members***

**Board Function:** Board Members  
**Person Responsible:** All Board Members  
*Revised September 2022*

### **PURPOSE**

1. Promote Oregon Tree Farm System mission
2. An advocate for the organization
3. Modify and create policies
4. Create long term and short-range plans
5. Contribute expertise to the organization

### **PROCESS**

1. Participate on working groups and projects
2. Attend meetings
3. Participate in discussions at meetings
4. Works as a team

**Function overlaps:** All Committees

### **PRODUCT 3**

1. A well operating and functioning Board

## ***Board Member Expectations***

Directions: Read these expectations. If you have any questions about the responsibilities you'll be assuming, discuss them with the Board Chair.

1. Establish as a high priority attendance at all meetings of the board, working groups and task forces.
2. To come prepared to discuss the issues and business to be addressed at scheduled meetings, having read the agenda and relevant background material.
3. To work with and respect the opinions of peers who serve this board, and to leave personal prejudices out of all board discussions.
4. To always act for the good of the not-for-profit.
5. To represent this not-for-profit in a positive and supportive manner at all times and in all places.
6. To observe the parliamentary procedures, and display courteous conduct in all board, committee and task force meetings.
7. To avoid conflicts of interest between position as a board member and personal life. If such a conflict does arise, declare that conflict before the board and refrain from voting on matters in which there is conflict.
8. To support in a positive manner all actions taken by the Board of Directors even when in a minority position on such actions.
9. To agree to serve on at least one working group and/or office, attend all meetings, and participate in the accomplishment of its objectives. If serving as chair the board, a committee or a task force:
  - a. Call meetings as necessary until objectives are met
  - b. Ensure that the agenda and support materials are mailed to members before meetings
  - c. Conduct the meetings in an orderly, fair, open and efficient manner
  - d. Make committee progress reports/minutes to the board at its scheduled meetings
10. To participate in:
  - a. Board self-evaluation programs
  - b. Board development workshops and educational events which enhance my skills
  - c. Fund raising and ensure the not-for-profit has adequate funding for its programs

If, for any reason, board members find themselves unable to carry out the above duties to the best of their abilities, they agree to resign the position as a board member/officer.

## ***Board Chair***

**Board Function:** Board Chair

**Person Responsible:** Wylda and Steve Cafferata

Revised September 2022

### **PURPOSE**

1. Guide and inspire Board
2. Represent ATFS in Oregon
3. Legal responsibility for 501(c)3
4. Serve on OTFS Memorial Fund Administrative Committee

### **PROCESS**

1. Implement policies of OTFS Board
2. Conduct Board meetings
  - a. Prepare meeting agenda and distribute well in advance of meeting
  - b. Monitor working groups and special committees (appoint additional as needed)
3. Coordinate preparation of annual reports
  - a. AFF
  - b. ATFS
    - i. Certification incentive payments
    - ii. Financial
    - iii. Grants
    - iv. Work plan for upcoming business year
  - c. IRS 990
  - d. State CT12
  - e. Corporate Registration
4. ATFS Participation
  - a. Attend Leadership meetings or appoint representative



- b. Participate in Leadership Webinars
- 5. Represent OTFS at partner meetings or appoint representative
  - a. OSWA
  - b. NRCS TAC
  - c. CFF
  - d. SIC/SFI
  - e. ODF Stewardship
- 6. Coordinate and represent OTFS at OTFOY field day

**Function Overlaps: All Committees      Task Overlaps:**

**PRODUCT**

- 1. Facilitate well run and productive meetings
- 2. Effective representation for OTFS

***Committees Reporting to Board Chair***

Oregon Tree Farm Memorial Fund

All Working Groups

***Board Chair-Elect***

**Board Function:** Board Chair-Elect

**Person Responsible:** Darren Goodding

*Revised September 2022*

**PURPOSE**

- 1. Back up support to Chair
  - a. Chair meetings in Chair absence
  - b. Prepare to move to Chair position
- 2. Ascertain OTFS to be on solid financial grounds

3. Serve on OTFS Memorial Fund Administrative Committee

## **PROCESS**

1. Shadow Chair
2. Attend Board meetings
3. Represent Board at Tree Schools
4. Attend AFF Leadership Meetings
5. Participate in AFF conference calls
6. Coordinate Tree Farmer of the Year of regional nomination
7. Oversee and coordinate grant applications and monitoring
  - a. AFF Grants
  - b. Other available grants
  - c. Completion reports

## **Function Overlaps: All Committees**

## **PRODUCT**

1. Familiarity with leadership requirements
2. Successfully secure various grants

## ***Secretary***

**Board Function:** Secretary

**Person Responsible:** Mary Chamness

*Revised September 2022*

## **PURPOSE**

1. Create historical document of Board, special and general membership meetings.

## **PROCESS**

1. Record minutes for all meetings relative to Board activities
2. File all minutes ; transmit to all Board members in a timely manner; maintain electronic copies.
3. Work with Treasurer to send Donation Thank you letters.
4. Serve on Communications Working Group

**Function Overlaps: All Committees Task Overlaps:**

**PRODUCT**

1. Documentary record of official proceeding

**Treasurer**

**Board Function:** Treasurer

**Person Responsible:** Sue Zeni

*Revised September 2022*

**PURPOSE**

1. To manage OTFS finances
2. Serve on OTFS Memorial Fund Administrative Committee
3. To perform financial reporting regarding all monies received and paid out by the OTFS
4. Insure proper nonprofit accounting principles are performed and adhered to

**PROCESS**

1. Annual or as required:
  - a. Follow nonprofit rules, having the Secretary and Chair fill out and sign the proper forms for corporate banking as officer changes occur. (Banking signature card) There are also Federal Tax Id's and State Tax Id's to use. Find them in the tax ID file in the Tree Farm Office in Salem, OR.

- b. Assure that an annual report or back up of program (USB chip) from the accounting program, QuickBooks Pro is given to the CPA for tax prep. Currently: Cascade Tax Professionals, Inc.
  - c. Assure that the Federal tax form 990 is filed on time- April 15<sup>th</sup> plus extension
  - d. Assure that the State CT-12 is filed on time and signed by corporate officers, paying out proper fees if needed.
  - e. Corporate Division registration #378040-85 is renewed by 1/1 each year (\$100), sign by corporate officers. 503-986-2200
  - f. Coordinate annually with the OTFS Memorial Fund chair (Dick Courter) balancing the Tree Farm Memorial Fund balance to the Memorial Fund Chair's balance.
  - g. Prepare Annual Financial statements and Balance Sheets for a cash basis corporation
  - h. Prepare an Annual Financial Report for the Annual meeting in November and report the same at the meeting
  - i. Assist in preparing an annual budget for the next year in conjunction with Finance Working Group
  - j. Assist in making the financial preparations for the annual meeting
    - i. Make sure that the meeting site deposits are taken care of in a timely fashion
    - ii. Make sure the food caterer understands the payment process or deposits as needed
    - iii. Help coordinate the payment process for: awards, plaques, videos, special awards and textile sales
    - iv. Help the Annual meeting chair person with money collection at door, name tags, and tending to preregistrations
    - v. Depositing registration collections in a timely fashion
    - vi. Coordinate with all program leaders for the annual meeting making sure that all financial obligations for the annual membership meeting are met
  - k. Coordinate with Chair to file annual report with ATFS
2. Quarterly or at regularly scheduled Board meetings:
- l. Attend all OTFS meetings
  - m. Prepare financial statements for Board review and approval
  - n. Report budget variance when needed or as requested by board

- o. Report grant money uses and balance
3. Monthly or as needed:
- l. Deposit all monies received in the US Bank account and record the detailed information into QuickBooks Pro. This is done through the accounts receivable portion of the computer program. Names are recorded from checks received, making up a member data base.
  - m. Receive all bills, enter into QuickBooks Pro and pay out the same. Checks are designed to be printed from the computer or eventually online banking and paid in a timely fashion using the Web. This is done through the accounts payable program of QuickBooks Pro. All vendors are recorded with the proper information as needed.
  - n. Reconcile all bank accounts monthly. Record monthly interest from all interest bearing deposit accounts and print the same. The check register is on the computer and is backed up at time of usage. Review is computer instant.
  - o. Pay recurring bills, Web site charges and telephone charges on or before due dates to avoid late charges
  - p. Note that the recurring Web charges are credit card items and the credit card is paid as an in and out on the computer with the credit card charges posted to the credit card account. Envelopes and stamps are needed for office supplies.
  - q. File box with all financial events for the month, quarter and year kept and removed for the past year.
  - r. Membership roster needed for Officer contacts at all times
  - s. Liability insurance policies as needed

**Function Overlaps: All Committees**

**PRODUCT**

1. Manage general fund assets
2. Quarterly Financial & Grant progress Reports to Board (as needed)
3. Annual Financial & Grant Reports (as needed)

4. Maintaining nonprofit status

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: MAY 18 1994

OREGON TREE FARM SYSTEM  
1415 COMMERCIAL ST SE N  
SALEM, OR 97302-4668

Employer Identification Number:

93-1116398

DLM:

17053073850028

Contact Person:

D. A. DOWNING

Contact Telephone Number:

(513) 241-5199

Our Letter Dated:

August 1994

Addendum Applies:

No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

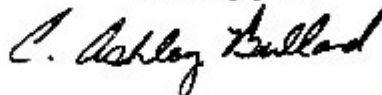
Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



District Director

Letter 1050 (DO/CG)

Letter of Determination

# **BY-LAWS: OREGON TREE FARM SYSTEM, Inc.**

Adopted January 21, 1994  
Revised 11-23-1998  
Revised 11-22-1999  
Revised 11-21-2005  
Revised 11-25-2013  
Revised 5-19-2022

## **ARTICLE I**

### **PURPOSE, MISSION, VALUES, AND VISION OF THE Oregon Tree Farm System, Inc.**

**Section 1.** The Oregon Tree Farm System, Inc. shall have the following mission:  
Empowering private landowners to manage their forests sustainably.

**Section 2.** The Oregon Tree Farm System, Inc. shall have the following purpose: ~~{}{}~~  
Impacting the world by making Oregon better, one acre at a time.

**Section 3.** The Oregon Tree Farm System shall be guided by the following values:  
Connectivity; Collaboration; Stewardship; Gratitude; and Inclusivity.

**Section 4.** The Oregon Tree Farm System's Vision is of a highly motivated and     
inspired group of volunteers and board members with a stable budget who enjoy working  
~~{}{}~~ together in a highly functional infrastructure.

**Section 5.** The Oregon Tree Farm System shall establish and implement programs and  
projects that will accomplish its purpose and fulfill its ~~-mission~~

## **ARTICLE II**

### **MEMBERSHIP**

#### **Section 1.** Membership

- a. Membership of the Oregon Tree Farm System, Inc. shall consist of owners of certified tree farms and OTFS Certified Tree Farm Inspectors.
- b. Professional Natural Resource Managers, and other individuals, agencies and associations who wish to contribute to the advancement of forest stewardship may be associate members without voting rights.
- c. Membership shall be personal or familial and may not be transferred.

## **ARTICLE III**

### **MEETINGS OF MEMBERS**

**Section 1.** Meetings of the Members shall be held at the office of the corporation, the office of the registered agent, or at such other place as shall be designated, either within or without the State of Oregon, by resolution of the Directors and stated in the notice of the meeting. Meetings may be held virtually at the discretion of the Board of Directors.

**Section 2.** An annual meeting of the Members shall be held. It may be held virtually at the discretion of the Board of Directors. Important business matters that cannot be delayed until the

next scheduled business meeting, as determined by the Chair/Co-Chair, may be submitted to the members by mail or electronic ballot. A reasonable time by which ballots must be returned shall be specified. The outcome of all such votes shall be determined by a simple majority of those voting.

**Section 3.** Special meetings may be called as provided by the Oregon Nonprofit Corporation Act, Section 65.204

**Section 4.** The Chair/Co-chair, or in his/her absence, the Chair-Elect, shall preside over Members' meetings. The Secretary or in his/her absence, an Assistant Secretary or other person designated by the presiding officer shall act as Secretary of the meeting.

**Section 5.** Members present at any Members' meeting, represented in person or by proxy, shall constitute a quorum. The vote of a majority of the votes entitled to be cast by the members present or represented by proxy at a meeting, shall be necessary for the adoption of any matter voted upon by the Members.

**Section 6.** At any membership meeting, any Member may vote by proxy executed in writing by the member which proxy shall be valid only if executed and dated within eleven (11) months prior to the date of the meeting at which the proxy vote of the Member is to be cast.

#### ARTICLE IV

##### **BOARD OF DIRECTORS**

**Section 1.** The Board of Directors shall manage the affairs of the corporation.

**Section 2.** The Directors shall be elected at the Annual Meeting of the Members.

**Section 3.** The term of Directors shall be four (4) years.

**Section 4.** The Board of Directors may change the number of Directors, providing that any decrease in number shall not have the effect of shortening the term of any incumbent. There shall be no limit in the number of terms a director may serve.

**Section 5.** Vacancies in the Board of Directors shall be filled as provided in the Oregon Nonprofit Corporation Act, Section 65.334.

**Section 6.** The first meeting of each newly elected Board of Directors shall be held immediately following the annual meeting of the Membership. Notice of such meeting shall be announced on the Annual Members meeting notice.

**Section 7.** Regular meetings of the Board may be held with a minimum of two days' notice or without at such time and place, wither within or without the State of Oregon, as shall from time to time be determined by the Board. Meetings may be held virtually at the discretion of the Board of Directors.

**Section 8.** Special meetings of the 3Board may be called by the Chair/Co-chair with a minimum of two days' notice to each Director either personally or by mail, facsimile, or e-mail. Special meetings shall be called by the Chair/Co-chair in like manner and on like notice on the written or oral request of three (3) Directors.

**Section 9.** One third of the Directors and no less than five present at any Directors' meeting shall constitute a quorum.

**Section 10.** A Director being absent from two consecutive regularly scheduled Board of Directors' meetings, having not communicated with the Chair about being absent, may forfeit their Directorship at the discretion of the Board of Directors.

#### ARTICLE V



## **OFFICERS**

**Section 1.** The officers of the Corporation shall be Chair or Co-Chairs, Chair-Elect or Co-Chairs-Elect, Secretary, Treasurer and State Certification Coordinator. The Chair/co-chairs and Chair-Elect shall be nominated from the members of the Board of Directors and shall be elected by the Board of Directors no later than the last Board meeting of the calendar year. The offices of Secretary, Treasurer, and State Certification Coordinator shall be appointed by the Board of Directors. The offices of Secretary and Treasurer may be combined at Board discretion. The Board may elect or appoint such other officers, assistant officers, and agents as it may deem necessary or desirable who shall hold their offices for such terms and shall have such authority as determined by the Board.

**Section 2.** Except for other offices created by the Board under Section 1 of Article V, the term of office shall be two (2) years for all officers. There shall be no limit to the number of terms officers may serve. The Chair-Elect shall succeed the present Chair at the first regular meeting of the Board of Directors following the Chair's final term. As soon as this succession takes place, an election shall be held to elect a Chair-Elect from the Board of Directors. If, for any reason, the Chair-Elect is unable or unwilling to succeed as Chair, the Board of Directors shall elect a new Chair for a two (2) year term from among its own number.

**Section 3.** If the office of any of the officers becomes vacant for any reason, the Board of Directors shall fill the vacancy for the remainder of such officer's term.

### **OFFICER AND WORKING GROUP CHAIRS JOB DESCRIPTIONS/RESPONSIBILITIES**

#### **Chair**

1. Manages OTFS endeavors, supporting working group leaders and taking the lead as needed. (with Past Chair)
2. Assures financial viability of OTFS with finances and budgeting to fulfill the OTFS/ATFS mission. Participates in the management of the Memorial Fund.
3. Plans, implements, and provides resources for all OTFS Board meetings, including agenda preparation and supporting documents.
4. Keeps the Board current and up to date on all issues, concerns, projects, and day-to-day operations.
5. Manages and implement public relations and marketing activities in conjunction with the Communications/Landowner Journey Chair, and Webmaster.
6. Working closely with the Board, leads the marketing and solicitation of donations including annual solicitation letter to membership and solicitation letter to Grandfather Companies
7. Assures annual grants are properly requested, administered, and invoiced.
8. Responds to and supports any audits or inquiries regarding financial matters, bringing in the Treasurer as appropriate.
9. Completes annual report for ATFS.
10. Meets regularly with ATFS Regional Director and implements any ATFS requests.
11. Assures that correspondence with membership via email (Constant Contact) is made quarterly.
12. Attends or assigns representatives to Partner meetings such as OSWA, SIC, PFE etc. and include reports on meetings to the Board.
13. Edits and distributes Board Meeting Minutes as soon as possible after board meetings.
14. Attends and/or appoints delegates to the annual ATFS National Leadership Conference.
15. Assures annual recruitment of County Tree Farmers of the year is completed on schedule, awards are properly selected, prepared and presented, State Oregon Tree Farmer of the Year is selected, and the annual tour is prepared and implemented according to board policy.

### **Chair-Elect**

1. Acts as Board Chair in the absence of the Chair.
2. Helps to set board meeting agendas and goals for OTFS in conjunction with Chair.
3. Administers and supports the Tree Farmer of the Year Program, assists with the planning, implementation, and recognition events, as well as for awards. (with Recognition Chair)
4. Looks for grant opportunities and pursues pertinent ones that help fulfill the OTFS/ATFS mission.
5. Participates in the management of the Memorial Fund.

### **Past Chair**

1. Assists Chair in managing OTFS endeavors, supporting working group leaders and taking the lead as needed.
2. Attends partner meetings if requested by Chair.
3. Responds to requests for information submitted on the Tree Farm Web Page.
4. Participates in management of the Memorial Fund.

### **Secretary**

1. Takes minutes of all Board meetings and sends them to Chair for editing and distribution.
2. Tracks and provides recognition and thank you letters to donors.
3. Maintains and keeps current all necessary records and documents in an accessible manner and performs computer backups as needed.
4. Advises the Chair of potential omissions from the Board agendas prior to and after board meetings.
5. Advises the Chair of the need for clarification of items discussed at board meetings.

### **Treasurer**

1. Manages and administers incoming revenues and donations.
2. Together with the Chair, responsible for the management of revenues and expenses, MOUs, and contracts, ensuring on-time payment of liabilities, invoicing, and reporting on such at least quarterly.
3. Prepares a written activity report and financial report for each Board meeting and makes a presentation to the Board.
4. Supervises the bookkeeping, tax preparation and financial records.
5. Pays the annual Secretary of State bill for incorporation and the Department of Justice bill for nonprofit organizations and the tax on assets.
6. Manages and track the assets of the OTFS to ensure safety and returns.
7. Participates in the management of the Memorial Fund.

### **All Working Group Chairs**

1. Assures all safety and security measures on a day-to-day basis are implemented.
2. Assures computer backups and electronic files are maintained in a secure manner.
3. Report regularly providing action reports, financial status, goal status, program needs, etc., and other items good for the order of the organization.
4. Supports communication and the membership experience from interest to certification, including finding and implementing a variety of outreach strategies.

### **Certification Working Group Chair + Group Members**

1. Manages and administers the OTFS/ATFS Certification Program for Oregon including the database of inspections, required inspections, third party audits, requirements and changes.
2. Recruits District Coordinators, and Inspectors. Conducts Inspector training classes and sets up on-line training, tracks and implements expenses (mileage) and recognition programs. provide supporting materials and communications.
3. Assures annual required inspections are completed and submitted. Carry out five-year recertification goal.

4. Sets annual certification goals and tracks performance,
5. Coordinates and prepares as required for the periodic third party audit
6. Responds to ATFS on database concerns, including, verifying and correcting the database, responds to errors and omissions, etc.
7. Provide fill-in support and backup to District Coordinators as needed.
8. Tracks the landowner inspections and completions, and inspections yet to be completed.
9. Sends congratulation letters and certification certificates to each landowner upon certification and recertification.

#### **Communications/Landowner Journey Working Group Chair and Members**

1. Manages and Monitors web-page, adding new material as it becomes available and forwarding questions and requests posted to “Contact Us” page to Past Chair.
2. Forwards e-mails sent to the OTFS g-mail address as appropriate.
3. Monitors use of Ambassador Kits.
4. Works with Tree Farm members in Pioneer Status to help them to certification
5. Supports communication and the membership experience from interest to certification, including finding and implementing a variety of outreach strategies.

#### **Finance Working Group Chair and Members**

1. Takes the lead in the establishment of a budget each year with the Chair and Board.
2. Manages the approved budget and reports at least quarterly on status.
3. Plans longer term financial needs, looking for ways of meeting the needs.
4. Looks for financial opportunities and management of the OTFS assets including the Memorial Fund.

#### **Governance Working Group Chair and Members**

1. Provides support for the implementation of tasks under the Strategic Plan, reaching out to volunteers and working group leaders, providing assistance as requested.
2. Completes an annual update of the Strategic Plan and yearly update of Operations Manual.
3. Provides new Board members with the Operation Manual and responds to any questions.
4. Serves as a nominating committee for board members and officers.

#### **Recognition Working Group Chair and Members**

1. Administers and support the Tree Farmer of the Year Program including timely distribution of Tree Farmer of the Year application forms to OSWA chapters, receiving and reviewing application forms, organizing evaluation and scoring of candidates and selection of the Oregon Tree Farmer of the Year.
2. Consults with the Chair and Board on Hagenstein and other Awards.
3. Orders all award plaques and signs.
4. Assists with the planning and implementation of recognition events (with Chair-Elect.)

#### **Oregon Tree Farm System Board Members**

1. Attend all board meetings prepared to participate in discussion of the agenda items.
2. Monitor and participate in OTFS work. Raise questions, look for opportunities to better fulfill the mission.
3. Volunteer to help with the work of OTFS where needed.
4. Stay actively engaged.
5. Respond to all Board communications in a timely manner according to Board policy.

## **ARTICLE VI**

### **DISTRICT COORDINATORS**

**Section 1.** The District Coordinators shall be certified tree farm inspectors, and, may be given such duties as the State Certification Coordinator and/or the Board of directors shall direct.

## ARTICLE VII

### ADMINISTRATIVE AND FINANCIAL PROVISION

#### Section 1.

a. The Board of Directors shall review the OTFS budget at the last meeting of the Board of Directors before the next fiscal year. The fiscal year is from January 1 to December 31.

b. The Board of Directors shall determine the need for financial adjustments at the time the budget is reviewed.

**Section 2.** Loans prohibited. The corporation shall make no loans to any member, officer or Director.

**Section 3.** The corporation shall keep current and complete books and records of account and shall keep minutes of the proceedings of its Members, Board of Directors and Committees having the authority of the Board of Directors. The Corporation shall keep at its registered office a register of the names and addresses of its members entitled to vote. Any member in good standing or his agent or attorney may inspect all books and records of the corporation for any proper purpose at any reasonable time.

**Section 4.** Amendment. These Bylaws may be altered, amended or repealed by the affirmative vote of a majority of the members in attendance at any annual meeting or special meetings of the Members when given thirty days' notice of such changes.

## ARTICLE VIII

### OREGON TREE FARM MEMORIAL FUND (MEMORIAL FUND)

**Section 1.** The Memorial Fund was established by resolution approved at a regularly scheduled Board of Directors Meeting on January 21, 1998, with minor amendments approved by the Board at a regularly scheduled Board of Directors Meeting on June 12, 1998.

**Section 2.** The Memorial Fund will be managed according to the resolution as adopted and amended.

**Section 3.** The Board of Directors shall serve as the Fund Administrator. A Memorial Fund Standing Committee will coordinate fund management.

**Section 4.** The Memorial Fund Standing Committee shall consist of the Board of Directors Chair/ Co-Chairs, Chair-Elect, Treasurer, and two Oregon Tree Farm members as large. One member at large shall be an elected member of the Board. The second will serve as the Memorial Fund Standing Committee Chair and may or may not be an elected Board Member.

**Section 5.** The Memorial Fund Standing Committee shall present a written report to the Board of Directors and the General Membership at least once yearly.

## ARTICLE IX

### DIVERSITY AND INCLUSION

**Section 1:** The Oregon Tree Farm System is an equal opportunity organization committed to diversity and inclusion in all aspects of day-to-day operations. Discrimination and harassment of any kind based on race, color,

sex, religion, sexual orientation, national origin, disability, genetic information, pregnancy, or any other protected characteristic as outlined by federal, state, or local laws is prohibited.

## **ARTICLE X**

### **STANDING RULES**

The Board of Directors may from time to time create Standing Rules that provide further explanation of the By-Laws. All members will receive copies of the By-Laws and Standing Rules documents.

### **STANDING RULES** **OREGON TREE FARM SYSTEM, Inc.**

Adopted February 9, 1994  
Revised November 23, 1998  
Revised 4-5-2013  
Revised April 2022

1. Standing Rules may be amended by a majority vote of Board Members at any regular or specially called Board Meeting.
2. The Board may by means of a nominating committee appoint nominations for election of Directors not less than thirty (30) days prior to the annual meeting of the Members. Nominees for directorships may also be proposed from the floor, but only upon the written or verbal consent of the member being nominated at the time of such meeting. The term of Directors shall be four (4) years and there shall be no limit in the number of terms a director may serve.
3. The Board of Directors shall serve without compensation; they may be reimbursed by the Corporation reasonable out of pocket expenses incurred in rendering services for the Corporation.
4. As per the By-Laws, the Board shall determine all policies related to the corporation's programs and activities. These include, but are not limited to the following:
  - Incur all necessary expenses for or on account of the affairs of the Corporation and authorize payment thereof;
  - Install and maintain an accounting and record system adequate to the requirements of the Corporation;
  - Obtain legal, accounting and other advice when necessary and, whenever deemed necessary or desirable, cause a proper audit of the books and accounts of the Corporation to be made;
  - Render at each annual meeting and adequate report covering the activities of the Corporation during the preceding year;
  - Borrow money for any Corporation purpose in such amounts and upon such terms and conditions as may be advisable or necessary and cause the execution of any and all instruments in connection therewith;

- Select one or more banks to act as a depository of the funds of the Corporation and determine the manner of receiving, depositing and disbursing said funds and the person or persons by whom funds may be disbursed;
  - Buy, lease, hold or exercise all privileges of ownership in and to such real and personal property as may be necessary or convenient for or incidental to the conduct and operation of the affairs of the Corporation;
  - Make and enter into any agreement with any other entity, in any manner that the Board of the Directors determines necessary, convenient or desirable for the furtherance of any of the purposes of the Corporation; and
  - Appoint such standing and special committees/working groups as it shall determine and to delegate powers to such as the Board shall deem appropriate and as authorized by law.
  - Invest any Oregon Tree Farm System Inc. funds as deemed appropriate by the Board of Directors.
5. It shall be the duty of the Chair/Co-Chairs\_(or in the absence of the Chair, the Chair-Elect/Co-Chair) to call and preside at all meetings of the Board and to sign, subject to prior approval of the Board, contracts, agreements, instruments, deeds and obligations of and for the Corporation. Only those board members with signatory authority may sign checks.
  6. The Secretary is responsible for the following which shall be performed either in person by the Secretary or under such officer's supervision: Safekeeping of all records and reports of the Board of Directors; prepare adequate records of all the Corporation's business, financial and property transactions; prepare and distribute all notices for and minutes of all meetings of the Board; authenticate the records of the Corporation; maintain current records pertaining to the names and addresses of the Directors, and perform such other duties as may be assigned the Secretary from time to time by the Board or the Chair/Co-chair.
  7. The Treasurer shall: maintain complete accounting records pertaining to all funds and assets of the Corporation; pay all obligations of the Corporation as approved by the Board in the annual approved budget or pursuant to the general direction of the Board and with the same to include the signing of any check drawn upon any bank or other account of the Corporation; receive and disburse all funds of the Corporation; remit for account of any employee of the Corporation all deductions for state and federal taxes; secure an audit of the books of the Corporation, if requested; and perform such other duties as may be assigned to the Treasurer from time to time by the Board or by the Chair/co-chairs. At the Board discretion the position of Secretary and Treasurer may be combined.
  8. The officers of the Oregon Tree Farm System Board are authorized to sign, on behalf of the Oregon Tree Farm System, Inc., orders for payment or withdrawal from all Oregon Tree Farm System, Inc. accounts, whether payable to any of the authorized signers or otherwise; such orders shall require the signatures of any two (2) officers. Signage may be done electronically.

9. The State Certification Coordinator shall be an OTFS certified tree farm inspector; shall work with the Chair/Co-Chairs to appoint District Certification Coordinators; shall work with the District Coordinators to ensure inspections are conducted appropriately and in a timely fashions; shall report progress on inspections to the OTFS Board at scheduled Board meetings, and is responsible to see that the number and types of certifications meet the goals set by the Board of Directors. The State Certification Coordinator shall insure that all Pioneer status members receive all OTFS publications and are encouraged to become certified members.

10. OTFS Memorial Fund

- Donations to the OTFS Memorial Fund shall not be co-mingled with the Corporation Operating Funds or assets.
- The OTFS Memorial Standing Committee Chair shall maintain complete accounting records documenting all donations.
- The OTFS Fund Standing Committee Chair, as directed by the Fund Administrator (Memorial Fund Standing Committee) will manage and invest Fund assets.

11. The following agencies and organizations may be invited by the Board to annually nominate one representative each to serve on the Board in an advisory, non-voting capacity:

- Association of Consulting Foresters
- United States Forest Service
- Natural Resources Conservation Service
- Oregon Forest Resources Institute
- Stewardship Implementation Committee
- Keep Oregon Green Association
- Oregon Women for Timber
- Oregon Society of American Foresters
- Oregon State University Forestry Extension
- Oregon Department of Forestry
- World Forestry Center
- Oregon Small Woodlands Association
- Oregon Forest Industries Council
- OSU Extension
- Women Owning Woodlands Network
- Other Public agencies and private organizations expressing support for the tree farm concept and a willingness to volunteer to help the Board fulfill the purpose and objectives of the Oregon Tree Farm System, Inc.-

**Oregon Tree Farm System**  
**Travel Reimbursement Policy**

Adopted September 9, 2016

The primary basis for payment of travel related expense is per diem from the General Services Administration (GSA) based on State and City.

**Lodging**

- a. Travel related accommodations are reimbursed but shall not exceed the current GSA rate for the destination city.
- b. Lodging taxes are reimbursed.
- c. Receipts are required for lodging.

**Meals**

- d. Meals and incidental expenses are reimbursed using the current GSA per diem rates for Oregon for the destination city.
- e. Meals included with lodging or included in event registration are not reimbursed by per diem.

**Transportation**

- f. Air travel will be coach class and will not exceed the current GSA rate.
- g. Traveler will be reimbursed at the lesser of the cost of the least expensive commercial airfare or, if a personally owned vehicle is used, the current GSA Privately Owned Vehicle (POV) mileage reimbursement rate.
- h. Airport shuttle and parking fees will be reimbursed.

**Registration fees**

- i. Registration fees for OTFS Board or AFF approved meetings or events are reimbursable.

**Miscellaneous**

- j. All other travel related expenses (copies, FAX etc.) are reimbursed on the actual amount of expenses incurred.

**Board Member Extraordinary Travel Expenses**

- k. Board members not receiving travel per diem from their employers, and who live at least 100 miles one-way from the Salem OTFS/OSWA office, are eligible for Lodging, Meals and Transportation when they attend Board meetings in the Salem area or other locations. Only private vehicle mileage over 100 miles one-way is reimbursed as in section g.

**Claims**



- k. Claims for travel reimbursement should be submitted to OTFS Treasurer in a timely manner. Except for mileage claims, receipts are required for all travel expenses greater than \$25.
- l.

### ***OSWA Partnership Agreement***

Oregon Tree Farm System (OTFS) entered into a Memorandum of Understanding (MOU) on June 23, 2011 with Oregon Small Woodlands Association (OSWA). It defined how OSWA would provide some administrative support to OTFS and how OTFS would compensate OSWA for such services. Amendments were added in 2013 and 2016. For 2017-2021, the OTFS and OSWA boards approved the MOU based on the original agreement in 2011. In 2022, the OTFS and OSWA created and signed a new Partnership Agreement to define the administrative support OSWA would provide OTFS and how OTFS would compensate OSWA for such services. A Partnership Operating Committee was formed to monitor and revise the Agreement as necessary. The agreement is to be revised each year.

At the conclusion of 2023, it was determined that a MOU between OSWA and OTFS was unnecessary for 2024 because OTFS is making other provisions for services formerly performed by OSWA. This decision in no way curtails the partnership the two organizations share as they work to fulfill their missions.

## **Oregon Tree Farm System Strategic Plan December, 2022**

### **OTFS Mission Statement**

Empowering private landowners to manage their forests sustainably

### **OTFS Vision**

Highly motivated and inspired group of volunteers and board members with a stable budget who enjoy working together in a highly functional infrastructure.

### **Goal 1. OTFS is recognized as an important voice for family forestland owners.** (Responsibility of Communication Working Group)

- Identify five key audiences through social media and craft messages to achieve the goal.

### **Goal 2: Support and engage our membership**

- Quarterly Communication
- Fulfilling our certification policy of visiting every member's tree farm once every five years by bringing certifications up-to-date and maintaining them.

### **Goal 3: Enhance OTFS visibility before the Oregon Board of Forestry, the Governor, and the Legislature.** (Responsibility of Chair/Co-Chair, Chair-Elect and/or those they designate)

- Attend relevant Committee for Family Forestlands and Board of Forestry meetings and report back to the Board as time allows.
- Request a Governor proclamation recognizing Oregon's Outstanding Tree Farmer of the Year.

**Goal 4: Increase Oregon Tree Farm System Membership** (Responsibility of Landowner Journey Working Group, Recognition Working Group, Communication Working Group, and Certification Working Group.)

- Work with partner organizations to promote membership
- Message OTFS benefits at OSWA meetings
- Use pioneer 'status tree farms as a pathway to certification
- Promptly fulfill requests for initial and certification visits

**Goal 5: Recruit, engage and support volunteer inspectors** (Responsibility of Certification Working Group, Recognition Working Group, and Communication Working Group)

- Develop a recruitment, training and mentoring program for inspectors and District Chairs
- Expand Inspector recognition program
- Encourage OSAF, ODF and other agencies to support their personnel in participation in OTFS inspections.
- Recognize an Inspector of the Year yearly

**Goal 6: Identify and recruit leaders:** (Responsibility of Governance Working Group/Chair/ Chair Elect and Board members.)

- Identification of potential leaders who are active as members of such groups as Master Woodland Managers, OSWA, Women Owning Woodlands, Oregon Women in Timber, Society of American Foresters, Association of Consulting Foresters, enthusiastic small woodland owners, retired or active OSU Extension Agents, ODF employees, other natural resource-associated employees, etc.
- Encourage OTFS members to participate in leadership training opportunities
- Contact potential leaders to ascertain interest in OTFS leadership positions

**Goal 7: Establish stable funding to support implementation of our strategic plan** (Responsibility of Finance Working Group; all Board members)

- Solicit donations from our membership
- Create a budget that reflects our goals and allocates resources to achieve our mission.
- Apply for grants and apply such funding strategically

**Goal8: Seek partner evaluation of this OTFS strategic plan to guide program improvement.**

### ***OTFS Memorial Fund - 3Ps for Committee Development***

**Committee:** OTFS Memorial Fund Standing Committee

**Person Responsible:** Dick Courter, Chair

***Revised January 30, 2014***

#### **PURPOSE**

The purpose of the Memorial Fund is to establish a long-term income generating fund for the purpose of operating the Oregon Tree Farm program.

The Memorial Fund will provide Oregon Tree Farmers, their families and family friends an opportunity to memorialize loved ones, to establish honorariums or gift property or currency.

## **PROCESS**

1. Encourage Donations into memorials, honorariums, special gifts.
2. Publicize memorial fund
  - i. Facebook page
  - ii. Exhibits
  - iii. Publications
  - iv. Donation envelopes
3. Invest donations.
4. Thank You notes of Acknowledgment to Donors

## **PRODUCT**

1. Withdrawals according to provisions of Resolution establishing Memorial Fund
  - a. Used in managing the Oregon Tree Farm program.
2. Grow fund to at least \$100K by 2015
3. Annual Report to membership

**Function Overlaps: Budget Task Overlaps: Publicity**

## **Supporting Documents**

- Resolution
- Sample Investment Objectives
- OTFS Memorial Fund Resolution, Fund Management
- OTFS Memorial Fund Announcement
- Operational Flow Chart

### ***Oregon Tree Farm Memorial Fund Resolution***

***ADOPTED BY OTFS BOARD OF DIRECTORS ON JANUARY 21, 1998***

**NAME:** This resolution establishes within the Oregon Tree Farm System, Inc. (An Oregon 501(c)3 non-profit Corporation) a special fund to be known as the Oregon Tree Farm Memorial Fund (Memorial Fund).

**PURPOSE:** The purpose of the Memorial Fund is to establish a long-term income generating fund for the purpose of operating the Oregon Tree Farm program. The Memorial Fund will provide Oregon Tree Farmers, their families and family friends an opportunity to memorialize loved ones, to establish honorariums or gift property or currency.

OTFS would encourage Oregon Tree Farm families and friends of Tree Farmers to suggest the Oregon Tree Memorial Fund as a preferred charity for friends and family to donate remembrances at the death of loved ones.

OTFS would encourage Oregon Tree Farm families and friends of Tree Farmers to remember the Oregon Tree Farm program through wills with bequests of real property, cash, investment securities or naming the Memorial Fund as beneficiary to Life or other insurance policies.

OTFS would encourage Oregon Tree Farm families and friends of Tree Farmers to remember the Oregon Tree Farm program through the use of Estate and Succession planning tools such as Charitable remainder trusts or Charitable lead trusts or any other planning tool available that could name the Memorial Fund as beneficiary.

OTFS would encourage Oregon Tree Farm families and friends of Tree Farmers to establish honorariums recognizing family births, birthdays, anniversaries, achievements, service or any other noteworthy recognition.

OTFS would encourage Oregon Tree Farm families and friends of Tree Farmers to gift real property, cash, or investment securities at their discretion.

## MEMORIAL FUND MANAGEMENT:

1. Donated funds would be deposited into a principal account to be used only as designated by the original resolution establishing the Memorial Fund.
  - a. Memorial Fund principal can be deposited or invested in any available interest-bearing account, mutual fund, bonds or any other investment opportunity agreed upon by a majority vote of the Fund Administrator.
  - b. All investments will be invested in accordance with a written investment policy statement and governed by Oregon's Prudent Investor Rule.
  - c. Only interest income or dividends (Fund Income) accrued from the Fund principal will be available for OTFS General Fund use.
  - d. Unless otherwise stipulated by the donor, the Fund Administrator will have full authority to decide management options for donated property, securities or other assets.

e. The Fund Administrator would have full authority to accept or reject donated property, securities or other assets based entirely upon the stipulation placed on the donation by the donor.

The Fund Administrator will have full authority and responsibility for the management of the Memorial Fund and named dedicated accounts.

f. The Fund Administrator will consist of the Executive Committee as defined by OTFS Bylaws in addition to the Memorial Fund Standing Committee Chair.

g. By a majority vote, the Fund Administrator may employ the services of a professional account manager.

Upon dissolution of the Oregon Tree Farm System, Inc., the Fund Administrator will have irrevocable power to dissolve the Memorial Fund by donating deposited principal or surviving property to a worthy charity related to the forest products industry with similar goals and objectives to OTFS.

## MEMORIAL FUND USAGE:

1. Fund Income generated by the Memorial Fund account principal may be used only as directed by the Fund Administrator.
  - a. The attached flow chart is the intended manner in which donated funds, property, securities or other assets would be managed.
  - b. Fund Income may be used for any activity as long as that activity falls within the mission statement of the OTFS.
  - c. OTFS will have the option of setting aside as retained earnings (carryover or surplus) any unused portions of Fund Income for future operating budget use.
  - d. Similarly, OTFS can at any time deposit into the Memorial Fund any unused portions of Fund Income which then can only be withdrawn from the Memorial Fund under provisions stated herein concerning extreme emergency.
2. The Fund Administrator by majority vote could at times of extreme emergency withdraw an amount not to exceed Ten percent (10%) of principal on deposit for use as operating funds for day-to-day business.
  - a. The Fund Administrator could not withdraw additional amounts from the Memorial Fund under the emergency provision until such time the initial withdrawal is replaced from the OTFS operating budget.
  - b. Withdrawn funds cannot be replaced by donations to the Memorial Fund.
  - c. Extreme emergency is defined as: *When the OTFS Board of Directors determines that current yearly income is not being received at a pace required to meet operating obligations as set forth by an approved budget for the current operating year.*

## MEMORIAL FUND COMMEMORATION:

1. A tree will be planted at a location designated by the Fund Administrator commemorating the individual for whom donations were received.
2. The name of the individual will be added to a commemorative plaque to be placed as directed by the Fund Administrator at or near the designated tree planting site.

## ***Sample Investment Objectives***

### *STATEMENT OF INVESTMENT OBJECTIVES AND INTRODUCING GUIDELINES*

This statement of investment policies and objectives is set forth in order that:

1. There is a clear understanding on the part of the trustees of the investment policy.
2. The investment manager is given guidance and limitations and understands what is expected of him/her, and
3. The trustees have a basis for evaluation of the investment performance of the fund.

It is the intent of this statement to establish an attitude and philosophy which will guide the investment manager and Investment Committee toward the performance desired. It is intended that the objectives be sufficiently specific to be meaningful, but sufficiently flexible to be practical. The word "trustee" as used in this document shall refer to the Investment Committee and trustees of the Plan as authorized and named from time to time by the Employer.

### TRUSTEES' RESPONSIBILITY

The trustees are entrusted with the responsibility for the investment assets of the fund. The trustees shall discharge their duties solely in the interest of the Plan with the care, skill, prudence and diligence of a prudent man and a prudent investor.

### INVESTMENT MANAGEMENT

The trustees are authorized by the Agreement and Declaration of Trust to engage the services of all investment managers who possess the necessary specialized research facilities and skilled manpower to meet these investment objectives and guidelines. Accordingly, the trustees require the investment manager to adhere to the "prudent investor role" under such state and federal laws as now apply, or may in the future apply, to investments of the fund.

### INVESTMENT OBJECTIVES

The objectives of the Plan are:

1. Preservative of capital,
2. Long-term growth,
3. To achieve a favorable relative return as compared with the inflation rate, approximately 3% above inflation (inflation as measured by the Consumer Price Index),
4. An absolute rate of return of 7% per annum, and

5. To maintain no less than \$ \_\_\_\_\_ in cash to satisfy potential Plan distribution requirements.

*Note: Report needs to be reviewed by Fund Administrator*

## **OTFS Memorial Fund Resolution Fund Management**

Dick Courter, Chair  
January 5, 2007

Chairman Courter was asked by the OTFS Memorial Fund Committee (Fund Administrator) at the Spring 2006 meeting to research minutes and other record sources from inception of the OTFS Memorial Fund to determine distribution intent of funds from assets. The Memorial Fund was approved by OTFS Board of Directors by Resolution on January 21, 1998.

### **Definition of Terms**

The following terms can be found either in the Memorial Fund Resolution or in this Fund Management paper. Definitions are provided to help clarify intended fund management strategy.

**Fund Administrator:** OTFS Executive Committee as defined by OTFS Bylaws in addition to one member at large and the Memorial Fund Standing Committee Chair.

**Fund Income:** All interest income, dividends, capital gain, or other income generated from management of property or securities for any given **Fund Year**. (Also refer to **Market Value Gain**).

**Fund Year:** Defined to end at December 31 of each year for the purpose of determining **Fund Income** for any given **Fund Year**.

**Investment Market Value:** Published Value of Investment Securities being held by the Memorial Fund

**Deposited Principal:** Cash, property or securities donated to the Memorial Fund by any entity, includes **Fund Income** that by direction of the **Fund Administrator** is not withdrawn. Same as fund principal as referenced in the Memorial Fund Resolution.

**Investment Return:** The difference in value between the **Investment Market Value** and **Deposited Principal**. This value could be either a positive value or a negative value for any given **Fund Year**.

**Market Value Gain:** The difference in value between **Fund Income** and **Investment Return**. This value could be either a positive or negative value for any given year. **Market Value Gain** if positive would add to **Fund Income**, but if negative would subtract from **Fund Income**.

**OTFS General Fund:** Funds that could be used for any OTFS activity as long as that activity falls within the mission statement of OTFS.

### **Exerts from Board Approved Resolution**

A. Under the heading Memorial Fund Management, Article (1)c states: “Only interest income or dividends (Fund Income) accrued from the fund principal will be available for OTFS General Fund Use.”

B. Further, under the heading Memorial Fund Usage, Article (1)d reads: “Similarly, OTFS can at any time deposit into the Memorial Fund any unused portions of Fund Income which then can only be withdrawn from the Memorial Fund under provisions stated herein concerning extreme emergency.”

### **Resolution Intent & Interpretation**

Dick Courter initiated the concept of a Memorial Fund in 1996 and was prime author along with the capable help of Dee Anderson and Betty Denison. Legal advice as well as accounting advice was sought during resolution drafting. Thus, interpretation of the resolution as presented in this paper is based upon intent as it was drafted and written by the authors and approved by the OTFS Board.

Collectively both of the articles above coupled with the entire resolution has been and was written to be interpreted as follows:

1. All forms of Fund Income if any was to be distributed for any given Fund Year according to Fund Administrator directive.
2. Investment Market Value at December 31 would be used to determine if Fund Income would be available for distribution for any given Fund Year.
  - a. Investment Market Value at December 31 of the Fund Year just ending minus Fund Income generated during the current Fund Year must be greater than Deposited Principal at that date.
  - b. Current Fund Year donation figures appear both in the Deposited Principal as well as in the December 31 Investment Market Value, thus, would not be excluded from determining Fund Income.
  - c. Fund Income generated during the current Fund Year was not to be withdrawn from the investment account until the Fund Administrator determines if 2a above is accomplished.
  - d. Fund Income generated during the current Fund Year is not considered a part of Deposited Principal even though it remains in the investment portfolio, thus, this amount would not be considered when calculating potential distributions.
3. Method for determining Fund Year Income available for potential distribution would be computed as follows:
  - a. In the event a Positive Investment Return is created or Investment Market Value at December 31 is greater than Deposited Principal, then:
    - i. **Reference calculation example Scenario 1 - page 5**  
Should the Investment Return Value be equal to or greater than total current Fund Year Fund Income, then:
      - 1) All Fund Income could be considered for distribution.



- 2) Investment Return could be greater than Fund Income effectively creating a positive Market Value Gain for the current Fund Year.
  - 3) Market Value Gain would be added to Fund Income and could also be considered for distribution for the Fund Year in question (refer to 1 above).
  - ii. **Reference calculation example Scenario 2 – page 5**  
Should the Investment Return Value be less than the Fund Year Fund Income, then:
    - 1) Only the amount of Fund Income in excess of Deposited Principal would be considered for distribution within the Fund Year in question.
    - 2) Any portion of Fund Income which could not be considered for distribution for the Fund Year in question would automatically be placed into Deposited Principal. (Reference #7 below)
  - b. In the event a Negative Investment Return is created or Investment Market Value at December 31 is less than Deposited 31 is less than Deposited Principal, then:
    - i. **Reference calculation example Scenario 3 – Page 6**  
Should Negative Investment Return be equal to or greater than current Fund Year Fund Income, then:
      - 1) All Fund Income for the Fund Year in question must be placed into Deposited Principal.
      - 2) The effect of placing all Fund Income into Deposited Principal is to prevent losing or limiting loss of asset value.
    - ii. **Reference calculation example Scenario 4 – Page 6**  
Should Negative Investment Return be less than current Fund Year Fund Income, then:
      - 1) The dollar amount of Fund Income equal to Negative Investment Return must be placed into Deposited Dividend.
      - 2) The dollar amount of Fund Income exceeding Negative Investment Return if any would be available for distribution.
4. Placing Fund Income equal to Negative Investment Gain into Deposited Principal causes Deposited Principal to stabilized closer to the December 31 Investment Market Value in the short term.
  5. Fund Income if placed into Deposited Principal can only be withdrawn in future Fund Years under provisions of extreme emergency. (Reference #7 below)
  6. If and only if Fund Income is available for distribution during any given Fund Year as determined by procedures outlined in Number 3 above then the Fund Administrator can exercise one of three decision options.
    - a. Option #1: withdraw none of Fund Income for that given Fund Year.
      - i. The result of using Option #1 automatically requires the full amount of Fund Income to be placed into Deposited Principal.
      - ii. This procedure anticipates providing for the opportunity to grow the Memorial Fund outside of donations.
    - b. Option # 2: withdraw a portion of Fund Income for that given Fund Year.

- i. The withdraw portion is transferred to OTFS General Fund.
      - ii. The portion of Fund Income not withdrawn would automatically be placed into Deposited Principal allowing the Memorial Fund to grow outside donations.
    - c. Option # 3: withdraw the entire Fund Income for the current Fund Year.
      - i. The result of Option # # is that all current Fund Year Fund Income would be withdrawn and placed in to the OTFS General Fund.
      - ii. The Memorial Fund would not grow outside donations.
7. According to Article (1)d under Memorial Fund Usage the intent is clear that once any unused Fund Income is placed into Deposited Principal then it could only be withdrawn under **provisions of extreme emergency**.
- a. Provisions of extreme emergency mean that upon placing any Fund Income into Deposited Principal it would be treated similar to any other donation.
  - b. Thus, any Fund Income dollars that were placed into Deposited Principal becomes part of the bench mark dollar value that would be used to calculate Fund Income in future Fund Years. (Reference procedures for determining Fund Income available for distribution under #3 above).
  - c. Reference definition of extreme emergency within the adopted Resolution under Memorial Fund Usage (2)c page 2.

Legal and Accounting advice during drafting of the approved Resolution suggested writing the Resolution to be as flexible as possible, thus, detail as outlined in this paper was not placed into the Resolution. Further, it was suggested that major deviations from originally approved Resolution was not proper management of the Resolution since donors and/or potential donors would be donating under provisions of the Resolution as adopted.

Should major revisions to the Resolution be sought by OTFS then it would appropriate to draft a new Resolution for OTFS Board adoption under which all future donations would be governed. At that point the old Resolution would remain intact to govern funds that had been donated into Deposited Principal prior to adopting a new resolution.

Nowhere in any of the Fund Administrator Committee meeting minutes could deviations from the above interpretation be found.

**Calculation Example based upon 2007 Memorial Fund Figures**

The following examples employ Memorial Fund management principles outlined in Numbers 1 through 7 above illustrating intended Fund Management procedures of the approved resolution. Numbers as they appear in January 11, 2008 Memorial Fund OTFS Board Report are the basis for calculations in this example.

*Scenario 1: Positive Investment Return equal to or greater than Fund Income*

2007 OTFS Memorial Fund at December 31, 2007

Donations to Date:	\$ 32,038.24
Gain Deposited to Principal (1999-2006):	\$ 4,387.34
Total Deposited Principal Invested:	\$ 36,425.58
Investment Market Value at 12/31/2007:	\$ 39,079.27

2007 Dividends, Interest, Capital Gains:	\$ 1,856.70
Apparent Market Value Gain:	\$ 796.99
Apparent 2007 Fund Income:	\$ 2,653.69

Thus, the difference between the December 31, 2007 Investment Market Value and Total Deposited Principal is Positive Investment Return translating into Fund Income in the amount of \$2,653.69 ( $\$39,079.27 - \$36,425.58 = \$2,653.69$ ). Therefore, the Fund Administrator has the option of withdrawing all, part or none of the 2007 Fund Income from the Memorial Fund Investment.

Please notice that Fund Income in this example includes not only 2007 Interest Income, Dividends and Capital Gains amounting to \$1,856.70 but it also includes an additional \$796.99 of actual Market Value Gain ( $\$1,856.70 + \$796.99 = \$2,653.69$ ).

*Scenario 2: Positive Investment Return less than Fund Income*

Had the difference between Investment Market Value and Deposited Principal been positive but less than Fund Income added from 2007 Interest Income, Dividends and Capital Gains, then only a portion of 2007 Fund Income could be considered for distribution. That portion of Fund Income would be the amount greater than the Investment Market Value, i.e., had the Investment Market Value been \$38,200.00 rather than \$39,079.27 then the maximum amount that could be considered for distribution would be \$1,774.72 instead of \$2,653.69 ( $\$38,200.00 - \$36,425.58 = \$1,774.42$ ). Note that \$1,774.72 is less than 2007 Dividends, Interest Income and Capital Gains. In this event, \$82.28 must be placed into Deposited Principal ( $\$1,856.70 - \$1,774.42 = \$82.28$ ).

*Scenario 3: Negative Investment Return equal to or greater than Fund Income*

On the flip side, had the 2007 Fund Income calculation yielded a Negative Investment Return with the difference between Deposited Principal and Investment Market Value greater than or equal to \$2,653.69 then the Fund Administrator is required to add the entire 2007 Fund Income to Deposited Principal.

*Scenario 4: Negative Investment Return less than Fund Income*

Should the Negative Investment Return be less than Total Fund Income then the dollar amount of Negative Investment Return must be placed into Deposited Principal. The remaining amount is available for distribution.

Thus, if using the illustration in Scenario 2 that indicates a \$1,774.72 Positive Investment Return, and had that \$1,774.72 been a Negative Investment Return while at the same time one could assume the Fund Year Fund Income was \$1,856.70 then the Negative Investment Return value of \$1,774.72 must be placed into Deposited Principal. The residual amount of \$82.28 could be considered for distribution (see Scenario 2 calculations).

*General Comments Concerning Calculations*

These types of Deposited Principal additions can only be withdrawn under the provisions of extreme emergency (reference #7 above).

Management of the Memorial Fund should not allow Market Value to deplete Deposited Principal if at all possible. This concept in part is accomplished by placing Fund Income into Deposited Principal when Investment Market Value is less than Deposited Principal at December 31 of any given Fund Year. Placing Fund Income into Deposited Principal under

these conditions helps to limit Deposited Principal depleting while at the same time potentially attempts to build the investment.

*Bottom Line: 2007 Memorial Fund Calculation Example*

The total amount that could be considered for 2007 distribution under options available for consideration (reference Number 3 above) for this illustration is:

2007 Market Value Gain:	\$	796.99
2007 Dividends, Interest, Capital Gains:	\$	1,856.70
Total Fund Income Available for Distribution:	\$	2,653.69

***The Oregon Tree Farm Memorial Fund Standing Chair recommends that the Fund Administrator go on record to confirm in principle the forgoing Fund Management procedure by motion and affirmative vote.***

## **ANNOUNCING THE OREGON TREE FARM MEMORIAL FUND**

By Dick Courter, Chair Memorial Fund

The Oregon Tree Farm System, Inc. (OTFS) proudly announces the Oregon Tree Farm Memorial Fund (*Memorial Fund*). **Charitable Giving** can now be directed to the OTFS *Memorial Fund* with the understanding that the principal contribution will remain untouched in perpetuity (that is forever). Only interest and dividends derived from managing these contributions as investments will be used for operating OTFS.

The *Memorial Fund* will provide Oregon Tree Farmers, their families and family friends an opportunity to memorialize loved ones to establish honorariums or to gift property or currency.

***OTFS encourages Oregon Tree Farm families and friends of Tree Farmers:***

- To suggest the *Memorial Fund* as a preferred charity to friends and family for the purpose of donating remembrances at the death of loved ones.
- To bequest to the *Memorial Fund* real property, cash or investment securities through wills.
- To name the *Memorial Fund* as beneficiary to Life or other insurance policies or to investments.
- To name the *Memorial Fund* as beneficiary through the use of Estate and Succession Planning tools such as Charitable Remainder Trusts or Charitable Lead Trusts or any other planning tool available.
- To establish *Memorial Fund* honorariums recognizing family birthdays, anniversaries, achievements, service or any other noteworthy recognition.
- To gift to the *Memorial Fund* real property, cash or investment securities at their discretion.

OTFS can suggest estate planning professionals for assistance.

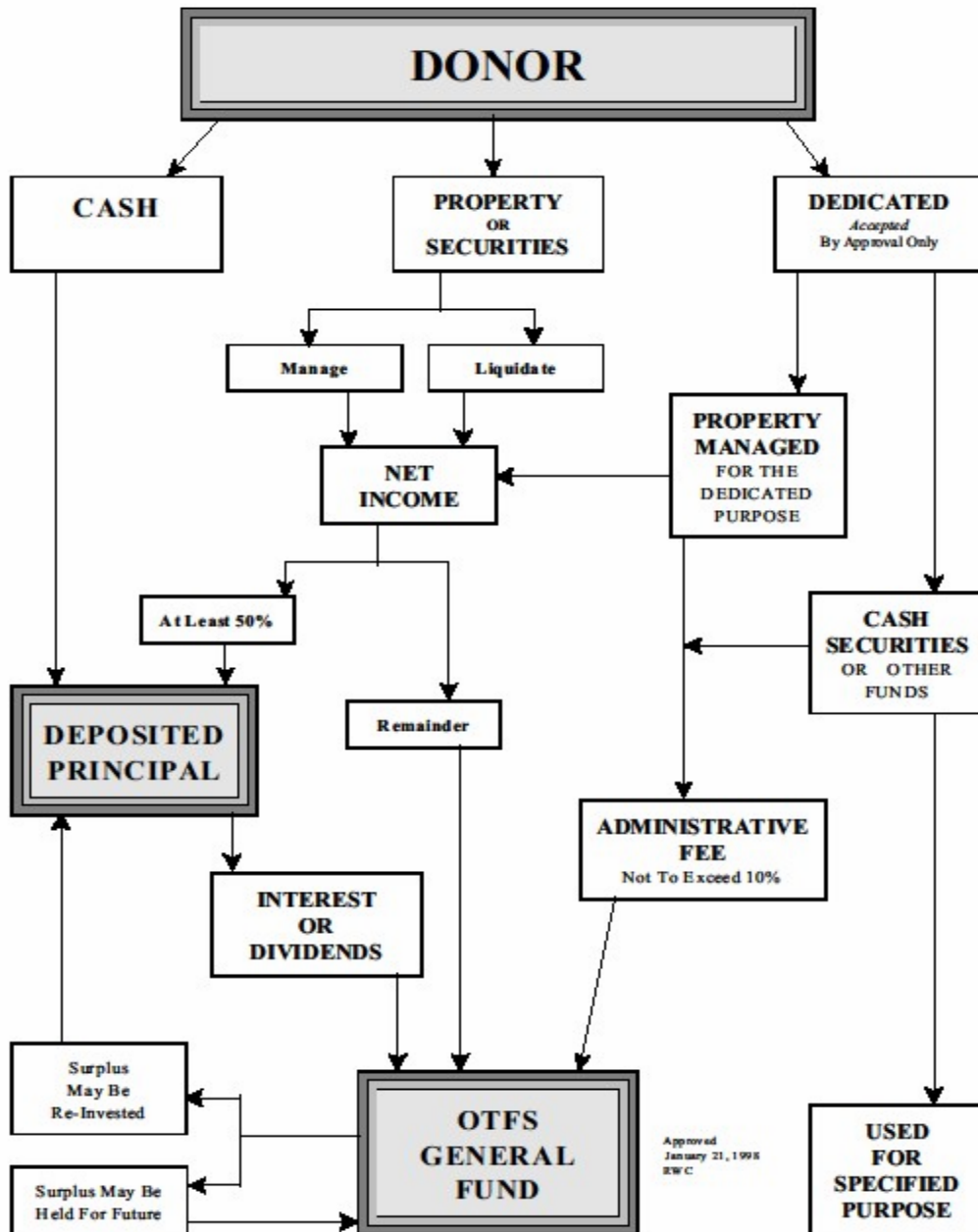
A tree will be planted as a living tribute to those being memorialized or honored. Special recognition as agreed upon by OTFS and benefactor can be provided donors of substantial cash contributions or property. Anonymous and/or non-designated are welcome.

Please direct all contributions or requests for further information to the Oregon Tree Farm System, 1600 N.W. Skyline Blvd., Portland, OR 97229, Phone 503.297.1660.

All inquiries will be handled with strict confidentiality.

All donations are deductible as charitable contributions to the full extent of the law. Please consult your tax professions.

**OTFS Memorial Fund**  
 "Operational Flow Chart"



### 3Ps for Administrative Function

**Position Responsible:** Chair

#### **PURPOSE**

1. Properly maintain OTFS records
  - a. 021
  - b. Minutes
  - c. Financial Statements
  - d. Recognition
  - e. Corporate Records
  - f. Correspondence
  - g. Memorial Fund
2. Maintain viable organization and document activities

#### **PROCESS (2020)**

- |                   |                                |
|-------------------|--------------------------------|
| 1. Certification  | Norm Michaels, Steve Cafferata |
| 2. Minutes        | Mary Chamness                  |
| 3. Financial      | Sue Zeni                       |
| 4. Corporate      | Chair                          |
| 5. Correspondence | Chair/Co-Chair                 |
| 6. Memorial Fund  | Dick Courter                   |
| 7. Filing System  | Steve & Wylda Cafferata        |

**Function Overlaps: District Chairs, Inspectors, Certification, Recognition, Secretary, Treasurer)**

#### **PRODUCT**

1. Recognition of certification
2. Historical records of OTFS
3. Easy accessibility of information
4. Record location
5. Backup
6. Annual Report to AFF and OTFS membership
7. Assure that Bylaws are functional and up-to-date

#### PROCESS

### **- 3P's for Work Plan and Budget**

**Position Responsible:** Treasurer, Chair

#### **PURPOSE**

1. Develop work plan
2. Establish annual financial plan to accomplish the OTFS objectives

#### **PROCESS**

1. Chair appoint work plan/Finance Working Group
2. Collect from all working groups planned potential expenditures
3. Development and approval

**Function Overlaps: Treasurer, Recognition, Tree Farmer of Year, Memorial Fund, Special Projects, Promotional, Annual Meeting**

#### **PRODUCT**

1. Approved annual work plan
2. Approved annual budget

### ***3 Ps for Record Maintenance***

**Position Responsible:** Norm Michaels and Steve Cafferata, State Coordinators, District Chairs, and Inspectors

*Revised December, 2022\_*

#### **PURPOSE**

1. Maintain paper and electronic 021files

#### **PROCESS**

1. Communicate inspector requirements to District Chairs
2. Receive and enter 021 information submitted by District Chairs
3. Communicate inspector information to District Chairs

**Function Overlaps: District Chairs**

**Task Overlaps: Database entry, District Chair Coordinator**

#### **PRODUCT**

1. Up-to-date and current 021paper files in OTFS office
2. Up-to-date and current correct 021 information entered into ATFS database
3. Quarterly summary report to OTFS Board of Certifications and Re-certifications
4. Annual report to membership at annual meeting

### ***3 Ps for Resource Development***

**Position Responsible:** Board

*Revised December, 2022*

#### **PURPOSE**

1. Grow the program
2. Fundraising
  - a. Grants



- b. Donations
- c. Sponsors
- d. Co-sponsors

## **PROCESS**

1. Apply for grants from American Forest Foundation and other sources
2. Conduct Annual Fund-Raising Campaign
  - a. Solicit funds for annual operating
  - b. Solicit from members
  - c. Solicit sponsorship from Oregon companies and others that support OTFS mission
3. Host State Tree Farmer Convention annually in conjunction with Family Forest Convention
4. Educate Tree Farmers new and old about financial needs of their organization

**Function Overlaps:** All Working Groups

**TASK OVERLAPS:** Memorial Fund

## **PRODUCT**

1. New Tree Farmers
2. Increased financial support

### ***3 Ps for Nominating Committee***

**Position Responsible:** Governance Working Group,  
Chair

## **PURPOSE**

1. Recruit potential board members and board officers
2. Provide continuity

## **PROCESS**

**Function Overlaps:**

**Task Overlaps:**

**PRODUCT**

1. Maintain minimum five board members
2. Maintain ex-officio partner participation
3. Diverse board representation
4. Plan of succession to fill board officer positions

**3 Ps for Recognition Committee Development**

**Position Responsible:** Recognition Working Group

**PURPOSE**

1. To publicly honor and recognize
  - a. Outstanding Oregon Tree Farmers via Tree Farmer of the Year Program
  - b. Certification Longevity
  - c. Volunteer Service via the Bill Hagenstein Award
  - d. Tree Farm Inspectors via the Tree Farm Inspector of the Year Award
2. To promote Oregon Tree Farm System, Inc.

**PROCESS**

1. Solicit nominations
2. Develop guidelines for nominations
3. Publicly announce awardees
4. Coordinate communications through news media

**Function Overlaps: Awards**

**Task Overlaps: Publicity**

**PRODUCT**

1. Honor and recognize outstanding contributions to OTFS and ATFS
2. Refer to each working group for specifics

## ***Oregon Tree Farmer of the Year - 3Ps for Committee Development***

**Board Function:** Outstanding Tree Farmer of the Year Recognition

**Position Responsible:** Dick Courter /Recognition

Working Group

### **PURPOSE**

1. To publicly honor Outstanding Oregon Tree Farmers
2. To promote Oregon Tree Farm System, Inc.
3. To encourage sustainable forest management

### **PROCESS**

1. Solicit nominations from OSWA Chapters preferable one from each county
2. Establish county nominations due date for each year
3. Develop guidelines for nomination
4. Organize selection teams
5. Develop selection criteria
6. Selection teams will visit each property
7. Coordinate video editing and production

**Function Overlaps: Awards**

**Task Overlaps: Publicity**

### **PRODUCT**

1. Honor outstanding Tree Farmers from at least 15 Oregon Counties
2. Identify one Oregon Outstanding Tree Farmer each year
3. Identify Runner Up Outstanding Tree Farmer each year
4. Produce video of all Outstanding Tree Farmer
5. Annual tour of Outstanding Tree Farmer property
6. Nominate Oregon Outstanding Tree Farmer to Regional

## **OTFS Outstanding Tree Farmer of the Year Supporting Documents**

- Guidelines for Selecting Candidates
- Nomination Form
- Selection Score Sheet
- Electronic Nomination Tips
- Sample News Release
- Congratulations – Schedule of Events

### **Oregon County Tree Farmer of the Year 2024**

#### **DIRECTIONS TO OSWA CHAPTER CHAIRS/CHAPTER NOMINATING COMMITTEES**

1. This form is to be filled out by the Chapter Chair or Nominating Committee with input from the tree farmer who is nominated.
2. Up to two additional pages may be submitted in the event that more space is needed than the form provides.
3. Nominations must be mailed to: County Candidate, Oregon Tree Farm System, 1600 NW Skyline Blvd. Portland, OR 97229, and received no later than June 1, 2024. An electronic copy may be submitted but still needs to be followed by a mailed hard copy. Send the electronic copy to [genetechs@aaahawk.com](mailto:genetechs@aaahawk.com)
4. Each County Candidate will be visited by a state selection team.
5. Each County Candidate will be visited by a videographer.
6. The County Candidate who is named Oregon State Tree Farmer of the Year is welcome and encouraged to serve on the OTFS Board. Board service is not mandatory.
7. The County Candidate who is named Oregon State TFOY will host the Tree Farmer of the Year tour held in conjunction with the Oregon Family Forest Convention and will be assisted by the OSWA and OTFS.
8. The County Candidate who is named Oregon State Tree Farmer of the Year is encouraged to become a candidate for Regional Tree Farmer of the Year.
9. When completing this Nomination Form, limit comments to questions provided on the form. Nominee may present additional information to the State Selection Team at the time of the visit.
10. To be eligible for nomination, the candidate must have a written management plan (Question 2 on the form.)

11. Please deliver to and discuss with your candidate the Congratulations & Schedule of Events page of this packet.



## OREGON TREE FARM SYSTEM

Our Values: Connectivity; Collaboration; Stewardship; Inclusivity; Gratitude

Our Mission: Empowering private landowners to manage their forests

sustainably

Our Purpose: Impacting the world by making Oregon a better place one acre at a time

### **GUIDELINES FOR SELECTING COUNTY TREE FARMERS OF THE YEAR**

1. Your candidate must be certified by the Oregon Tree Farm System, which includes having a written management plan. If the tree farmer you choose is not certified, please work with him or her to become certified. OTFS is happy to help. For more information on this, contact Co-Chairs Steve & Wylda Cafferata at 541-797-9734 or [wyldac@gmail.com](mailto:wyldac@gmail.com).
2. Your candidate should be doing an exceptional job of forest management, including such practices as site prep, planting, thinning, pruning, and/or harvesting, as well as managing for other resources such as wildlife, water, and recreation.
3. Your candidate should show a genuine interest in promoting active management, and be willing to conduct tours on their forest land. It is important that your candidate has a story to tell and is willing to tell it to others.
4. Your Chapter may re-nominate any former County TFOY for State TFOY with the exception of a candidate who was selected as State Tree Farmer of the Year the preceding year.

5. In the circumstance that tree have more than one certified tree farm, note that the nomination refers to only one of the tree farms. The candidates may be nominated for their other tree farms in subsequent years.

**CONGRATULATIONS LETTER and SCHEDULE OF EVENTS**

**Congratulations!** You have been selected to represent your County as Outstanding Tree Farmer of the Year. Your application will be submitted to the Oregon Tree Farm System for consideration in the recognition process leading to the Oregon Tree Farmer of the Year.

Oregon is affiliated with the American Tree Farm System, a program of the American Forest Foundation. Oregon has been recognizing State Outstanding Tree Farmers since 1966, and the American Tree Farm System has been recognizing National Outstanding Tree Farmers since 1976.

We can all be proud that the American Tree Farm System had its beginnings in Oregon with the original planning meetings being held in Portland at the old Portland Hotel. While Alabama holds the distinction of initiating the first State Tree Farm Program, four other states, Arkansas, California, Oregon, and Washington all joined with Alabama to begin the American Tree Farm Program in 1941.

We all thank the OSWA County Chapters for assisting in selecting outstanding candidates.

**Summary of Events Leading to the Oregon State Tree Farmer of the Year**

<b>EVENT</b>	<b>DATE</b>
<b>Nomination Deadline</b> (OSWA Chapter Responsibility)	<b>June 1, 2024</b>
<b>Verification of Eligibility</b> (Recognition Working Group Chair Responsibility)	<b>June 15, 2024</b>
<b>Schedule Field Visit</b> (Selection Team contacts County TFOY)	<b>Approximately June 15-30, 2024</b>
<b>Schedule Video of County TFOYs' Tree Farms</b> (Videographer contacts County TFOYs.)	<b>Approximately June 15-30, 2024</b>
<b>Recognition Luncheon. County Tree Farmers of the Year are absolutely encouraged to attend; there will be a fun morning program followed by a delicious lunch and the Awards program. Lunches for</b>	<b>November 2024, at Oregon</b>

<b>County Tree Farmers of the Year are complimentary (for two people.)</b>	<b>Gardens</b>
<b>Completion of the ATFS Nomination Form for Regional Tree Farmer of the Year. The same form leads to National Tree Farmer of the Year.</b> (Responsibility of State Tree Farmer of the Year with input from OTFS Co-Chairs and former State Tree Farmers of the Year.)	<b>Approximately February, 2025</b>



## OREGON TREE FARM SYSTEM

Our Values: Connectivity; Collaboration; Stewardship; Inclusivity; Gratitude

Our Mission: Empowering private landowners to manage their forests sustainably

Our Purpose: Impacting the world by making Oregon a better place one acre at a time

### NOMINATION FORM: 2024

**Tree Farmer Name:** \_\_\_\_\_ **Phone #** \_\_\_\_\_

**Tree Farmer Address:** \_\_\_\_\_

**Tree Farmer E-Mail:** \_\_\_\_\_

**Tree Farmer County:** \_\_\_\_\_ **Tree Farm Certification Date:** \_\_\_\_\_

**Total Forested Acres** \_\_\_\_\_

**Directions to Tree Farm: (Optional: Attach map)**

**1. How long has the Tree Farmer owned the land?** \_\_\_\_\_

**2. Does the Tree Farmer have a written Management Plan?** \_\_\_\_\_

**3. Is the Tree Farm Sign displayed?** \_\_\_\_\_

4. Has the tree farmer consulted with a Natural Resource Professional (ODF Stewardship Forester, Consulting Forester, NRCS Professional, Certified Wildlife Biologist etc.) about activities on their land? \_\_\_\_\_

Name/s: of Natural Resource Professional/s and Contact Information

5. Describe the Objectives of the Tree Farmer: (Timber, Wildlife, Recreation, Protection, Financial etc.)

**In the past five years, what forest management activities have been undertaken?**

**6A: Stand Improvement Activities (i.e., pruning, fertilization, release etc.)**

**6B: Harvest Activities (Type of cut, volume, products etc.)**

**6C: Reforestation Activities (Natural or artificial; include acres)**

**6D: Protection Activities (Fire, insect, disease, animal etc.)**

**6E: Additional active management activities (wildlife habitat, water quality work, road construction etc.)**



7. **What special activities has the tree farmer been involved in? Examples are hosting tours, subject of news stories; serving on tree-farm related committees or boards such as Forest Protective Associations and other community, county, state or national groups; membership in local, state, and/or national forestry organizations etc. List examples and awards if any.**

8. **Why do you feel this is an Outstanding Tree Farmer?**

9. **All County Tree Farmers of the Year receive an award plaque. Please indicate how the Tree Farmer prefers the plaque to read. Limit letters (including spaces) to no more than 22 on each of two lines. Include a spouse's name if you wish. Engraver may edit or adjust type to fit space available. Blanks below are the 22 per line.**

-----

-----

**SIGNATURE AND ACKNOWLEDGEMENT**

1. Recognition for all candidates will be held in November at the OTFS Annual Meeting/Luncheon at the Oregon Gardens. OTFS encourages County Tree Farmers to attend, as well as all who are interested in the OTFS program.
2. A State Tree Farmer of the Year Selection Team will contact this candidate for a Tree Farm Visit between July 1 and August 15 as arranged between the candidate and the Team.

3. A Video Team will contact the candidate to film the Tree Farm sometime between July 1 and August 15 or as arranged between the candidate and the Team.

**Signature of Nominating Committee Chair or Chapter Chair** \_\_\_\_\_

**Phone # and E-mail:** \_\_\_\_\_

<b>Tree</b>	<b>Farmer</b>	<b>Signature;</b>
_____		

**Phone # and E-mail:** \_\_\_\_\_

**For Questions, contact**

**Dick Courter, Chair, Recognition Working Group, 503-297-1660**

**Steve & Wylda Cafferata, Co-Chairs, OTFS, 541-797-9734**

# Selection Score Sheet

**TREE FARMER of the YEAR**  
**Selection Score Sheet**  
 Year \_\_\_\_\_

Candidate: \_\_\_\_\_ Selection Team: \_\_\_\_\_  
 County \_\_\_\_\_

		<u>Possible Points</u>	<u>Score</u>
<b>1.</b>	<b><u>LAND MANAGEMENT ACTIVITIES</u></b>		
<b>a.</b>	<b>Management Plan or Goals</b> Must have a written plan Site and complexity of property would determine extent and nature	<b>15</b>	<input type="text"/>

*Comments:*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

<b>b.</b>	<b>Stand Improvement</b> Accomplishments in past five years Activities address the needs of the property consistent with stand conditions. Future Plans Non-stocked areas being rehabilitated Thinning (pre-commercial and commercial) Salvage, prompt regeneration of clear-cut areas, etc. Release Pruning Fertilization	<b>15</b>	<input type="text"/>
-----------	---	-----------	----------------------

*Comments:*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

<b>c.</b>	<b>Harvesting</b> Commercial thinning and harvest cuts planned, and or made when needed Conducted according to the Oregon Forest Practices Rules Special forest products are being utilized Best monetary return realized from sales of products	<b>15</b>	<input type="text"/>
-----------	--	-----------	----------------------

*Comments:*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## Sample News Release

**Sample News Release**  
**Please Publicize through your local media**

DATE:

For Immediate Release

Contact: (Name and phone  
number to call for information)

(First and last name of winner) has been chosen Tree Farmer of the Year for  
\_\_\_\_\_ County by the Oregon Tree Farm System (OTFS).

County winners are chosen each year by a volunteer Selection Team involved in various forest management jobs, including Oregon State University Extension Agents, Members of the Oregon Small Woodlands Association, Oregon State Service Foresters, the Society of American Foresters, the Association of Consulting Foresters and Industry Foresters.

Following their selection, County winners are nominated for State Tree Farmer of the Year Recognition. The Oregon Tree Farmer of the Year then becomes eligible for recognition by the American Tree Farm System through Regional and National Awards.

(Name of winner) was selected as County winner because \_\_\_\_\_  
\_\_\_\_\_ (double space).

To become eligible, landowners must be certified by the Oregon Tree Farm System, agree to manage their property according to a written plan, and have their operations reviewed by a professional forester every 5 years. Landowners are encouraged to manage their property for all resources to include wildlife, fisheries, recreation, water quality, aesthetics and timber harvesting according to their personal ideas, goals and objectives.

Any Oregon woodland owner interested in being a certified Oregon Tree Farmer should contact the OTFS office at 503-297-1660.

####

**- 3Ps for Committee for OTFS Annual Luncheon**

**Position Responsible:** Landowners Journey Working Group in conjunction with OFRI, Chair, and Recognition Working Group

## **PURPOSE**

1. Luncheon to honor Outstanding Tree Farmers
2. Educations Program
3. Membership Annual Meeting
4. Board Meeting

## **PROCESS**

1. Annual Luncheon
  - a. November – Confirm next year’s date
  - b. December
    - i. Book facility at The Oregon Gardens
  - c. August
    - i. Set menu and meal cost
    - ii. Coordinate registration announcement for September Newsletter
  - d. October Meeting
    - i. Supervise registration and fee collection
    - ii. Coordinate seating and table arrangement, submit to events office
    - iii. Confirm meal count with caterer several days prior to events
    - iv. Provide name tags

**Function Overlaps: Publicity, Education, Video Production, Recognition, Annual Meeting Chair, Treasurer, Nominating**

**Task Overlaps: Awards list, video, sponsors, brochure**

## **PRODUCT**

1. Inform membership
  - a. Financial statement
  - b. Summary of board business year
2. Awards presentation
  - a. Video
3. Memorial Fund Report

4. Election of Board members
5. Board Officer elections

### **Sample Agenda for Awards Banquet**

<b>12:00</b>	<b>Invocation (if want to do)</b>	<b>TBA</b>
	<b>Should seat all before sending through serving line</b>	
<b>12:20</b>	<b>Opening Remarks</b>	<b>OTFS Chair</b>
<b>12:25</b>	<b>Announcements &amp; Introductions</b>	<b>OTFS Chair</b>
	Guests _____, _____, _____	
	WFC Fellows _____, _____, _____	
<b>12:30</b>	<b>Outstanding County Tree Farmers</b>	<b>OTFS Recognition Chair</b>
	<b>Memorial Fund Donations</b>	
	<b>Short talk on selection process</b>	
	<b>Thank Selection Team - Names / Stand</b>	
	<b>Thank OSWA Chapters - Stand those present</b>	
	<b>Thank USF</b>	
	Video Presentation _____, Comments	
<b>1:10</b>	<b>Introduce featured Guests</b>	<b>OTFS Chair</b>
	_____ <b>USDA Forest Service</b>	
	_____ <b>ODF</b>	
<b>1:25</b>	<b>County Winner Recognition</b>	<b>OTFS Recognition Chair</b>
	<b>Featured Guests to hand out Plaques, etc.</b>	
	<b>Oregon First Runner Up</b>	
	<b>Oregon Tree Farmer of the Year.</b>	
	Stihl Presentation _____, Stihl Rep.	
<b>1:45</b>	<b>Closing Remarks</b>	<b>OTFS Chair</b>

### ***3 Ps for 25- & 50-Year Recognition***

**The Certification Working Group shall be responsible for tracking eligibility for 25 and 50 Year Recognition signs, ordering and presenting them. The group will coordinate with the Communication/Land Owner Journey Working Group for recognition/publicity.**

**Position(s) Responsible:** Certification Working Group and Recognition Working Group/Dick Courter and Steve Cafferata/Norm Michaels State Coordinators, District Coordinators and inspectors

#### **PURPOSE**

1. Promote the Tree Farm System by displaying 25 year and 50 year anniversary signs where appropriate
2. Recognize landowner long-term achievement

#### **PROCESS**

1. Access ATFS data-base annually to discover any tree farms whose certification has reached 25 years or 50 years
2. Award appropriate anniversary sign to landowner at a public event (with photos) if possible
3. Contact OSWA or OSWA chapters for meeting dates and try to coordinate landowner presence at meeting. In a few cases, SAF meetings or some other public event would be an appropriate venue
4. Assess who might make the presentation depending upon attendance

#### **PRODUCT**

1. Display of 25 year and 50 year signs (including smaller data sign)
2. To extent logistically possible, publicly recognizing land owner achievement

### **Inspector Incentives Program**

## **Program Purpose & Goals**

Inspector Incentive Program Oregon Tree Farm System, Inc (OTFS) Approved by the OTFS Board on March 10, 2022

Program Purpose & Goals : Inspector incentives are available to encourage completion of tree farm inspections and visits. Incentives are intended to motivate, recognize, and reward, inspectors that work with new and existing landowners to better manage their forestlands. Program goals are to encourage and recognize all active inspectors.

- Outstanding Inspector: District Coordinators are to choose one inspector from their area and forward their name to the Certification Coordinator for consideration as Outstanding Inspector of the Year. From the names provided by the District Coordinators, the Certification Coordinator, with input from the Certification Working Group, will select one as the Outstanding Inspector of the Year. The Certification Coordinator will inform the OTFS Board of the selection prior to the Annual Meeting. Criteria developed by American Tree Farm System (ATFS) for ATFS Regional and National Outstanding Inspector of the Year and the ATFS nomination form will be used as a guide to select the OTFS Outstanding Inspector of the Year. The recipient will be recognized at the OTFS Annual Meeting with a plaque and letter of appreciation. State Certification Coordinator will forward OTFS Outstanding Inspector of the year selection to ATFS for
- Outstanding District Coordinator : Certification Coordinator may select one District Coordinator as Outstanding District Coordinator of the Year. The Certification Coordinator will inform the OTFS Board of the selection prior to the Annual Meeting. The Certification Coordinator [or Working Group] may determine criteria for this recommendation. The recipient will be recognized at the OTFS Annual Meeting with a plaque and letter of appreciation.
- Inspector Incentive Program: OTFS will reimburse mileage for inspections at .40/mile upon receipt of request form. OTFS will award a stipend of \$200 for inspectors who have completed four inspections in a calendar year, and \$50 for each additional inspection.



## Communications Policy

To promote effective communication both internally (among Board members) and externally (to partners and members), our organization will respond to all communications within three business days.

### 3Ps for Communications/Landowner Journey Group Development

1. **Position Responsible:** Communications Working Group Co-Chairs Lauren Grand/Kate McMichael
2. **PURPOSE**
  - A. Communicate with
    - a. Tree Farmers
    - b. Partners
    - c. Board
    - d. Inspectors
    - e. Public
  2. Promote growing of renewable resources by providing education and information

### **PROCESS**

1. Coordinate communications with membership using email, website, and quarterly newsletters
2. Maintain up-to-date website and social media presence
3. Communicate to membership and partner organizations Tree Farm activities that might include dinner meetings, workshops, satellite seminars, tours and other Tree Farm events
4. Report as needed to OTFS Board

**Function Overlaps: Tree Farmer of Year, Annual Meeting, Recognition, Inspectors, Education, Certification, Budget**

## **Task Overlaps: Video, Press releases**

### **PRODUCT**

1. Print media exposure
  - a. Newsletters
  - b. Press releases
2. Social networking and website exposure
  - a. E-communications
3. Display media
  - a. Tree Schools
  - b. State Fair
  - c. Partners' meeting
4. Media Kit
5. Track public outreach

### ***3Ps for Inspector Training Committee Development***

**Position Responsible:** Certification Working Group, Norm Michaels and Steve Cafferata, Co-Chairs

### **PURPOSE**

Create and maintain pool of qualified, trained, and informed volunteer foresters and inspectors.

### **PROCESS**

1. Attend AFF facilitator training
2. Order workbooks
3. Arrange training locations and dates
4. Secure SAF CFE credits
5. Advertise classes
6. Deliver training
7. Coordinate with OTFS chair, chair-elect and State Coordinator for Volunteer Foresters and Inspectors

**Function Overlaps: district chairs, Inspection, Certification, Education**

**PRODUCT**

Pool of geographically dispersed up-to-date trained volunteer foresters and inspectors