

OREGON TREE FARM SYSTEM, Inc.

OPERATIONS MANUAL

Updated October 9, 2025



About this Manual

This Operations 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.

For future modifications to this manual, type face utilized is Times New Roman, 11 point for body of text and 14 point for headings. Paragraph spacing is 0 pt. before/after and single line spacing.

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Oregon Tree Farm System Vision, Mission, Purpose & Values

OUR 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; Inclusivity; Gratitude

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.

Mission

Deliver meaningful conservation impact through the empowerment of family forest owners.

Vision

U.S. family forests are a globally relevant solution to climate change, capturing and storing an additional one billion tonnes of carbon by 2050.

Purpose

Inspire healthy family-owned forests for a better and more sustainable planet — today and tomorrow.

Values



Planet *and* People-Centered

We are successful only when the planet feels a difference from our work and when diverse people can benefit from and be part of our work.



Equitable and Inclusive

We meet people where they are to help them achieve their goals for their land and benefit the planet. We strive to increase engagement by expanding access and removing barriers so people from all identity groups, especially those who have been historically underserved, can benefit and thrive in and from our work.



Sustainable

We promote long-term, resilient, sustainable land management practices informed by the best available science. We value a range of forest benefits from biodiversity to clean water to forest products.



Always Listening

We seek out opportunities to work with a variety of people and organizations while always listening, seeking understanding, inviting different views and transparently sharing decisions and learning, knowing that doing so leads to better outcomes. We don't shy away from the heat or hard truths. We challenge each other and welcome it from others.



Courageous

We are bold, courageous and embrace the adventure in our focused pursuit of our mission and goals – because the planet and America's family forests demand it.



Adaptable Problem Solvers

We adapt and change at the pace needed to succeed. We don't wait for someone else to solve the issues we face. We are in a continuous state of learning, inside and outside the organization, where nimbleness, adaptability and humility in pursuit of solutions are essential.

Oregon Tree Farm System 2025 Work Plan

Certification Working group

Small Woodland Owner Priorities

- In 2025, our priority inspections will be the following:
- First: >Ten years since last inspection: 6 inspections
- Second: 6-10 years since last inspections from 2024: 14 inspections
- Third: Required Inspections and New Inspections
- Fourth: 2019 Inspections: 83 Inspections
 - Pioneer Inspections-Recertify or decertify: 54 Inspections

Charter Companies Priorities (Formerly called “Grandfather Companies”)

- In 2025, our priority inspections will be the following:
 - First: Required Inspections
 - Second: 2019 Inspections: 87 Inspections (may include some Required Inspections)
 - Third: New acquisitions and sold properties: All but one Charter Company is up to date as of December 31, 2024.
- A revised plan by county will be sent out as soon as we have the required inspections, which will be about 45 for the Small Woodland Owners and Charter Companies combined.

Communication Working Group/Landowner Journey Working Group (lists needs updating)

- 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 OTFS
- 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, 2025

Governance Working Group

- Complete ATFS Annual Report
- Up-date Operations Manual
- Identify and recruit leaders to serve as OTFS officers through 2028 (in accordance with Strategic Plan.)
- The Board will have an informational session about the Memorial Fund, to be presented by Dick Courter at the annual meeting. This will increase the board’s knowledge of this fund.

- Attend ATFS Quarterly webinars with attention to changes that affect OTFS governance and report back to the Board.
- Sign contract with ATFS early every year. The Governance Group reviews it with the Chair prior to Chair's signature. When the contract is presented, the Governance Group will review and the Chair will sign it.

Finance Working Group

- Create annual budget
- Track income and expenses against budget

Recognition Calendar of Activities - 2025

January

- Distribute Nominations package for County 2025 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 2025 State Tree Farmer of the Year at award event June 2025
- Discuss Oregon Tree Farmer of the Year Tour with 2024 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 2024 State TFOY for 2025 Regional)
- State TFOY Nomination Applications to Communications Working Group for News Release
- Order plaques for 2024 County Nominees
- Select and order plaque for Oregon Inspector of the Year
- Order plaque for 2025 State Outstanding Tree Farmer of the Year

May

- Recognition Chair organizes 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 2025 State TFOY)
- Verify eligibility
- Notify candidates of eligibility status
- Family Forest Convention: Show videos of County 2024, Present Sign to 2024 State Tree Farmer of the Year, and announce 2025 State TFOY + collaborate with OSWA on TFOY tour

July

For 2025 County Outstanding Tree Farmers of the Year

- Send letters of congratulations to candidates along with rough schedule of events
- Distribute nominations to Selection Teams (for State 2025 TFOY)
- Distribute nomination names to video contractor and coordinate video contract for producing County 2025 Oregon Tree Farmer of the Year videos.

August

- Assist 2025 Oregon Outstanding Tree Farmer in Preparation of Regional Application
- Collaborate with videographer for 2025 County Oregon Tree Farmer of the Year videos
- Selection Committee begins review process for 2025 Oregon 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 2025 Inspector of the Year
- Order plaques for 2025 County Tree Farmers of Year

November

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

December

- Rest Month in preparation for next year activities

Board of Directors Duties All Board Members

Board Function: Board Members
Person Responsible: All Board Members

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. 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.

Function overlaps: All Working Groups

PRODUCT

A well operating and functioning Board

Board of Directors 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 always represent this not-for-profit in a positive and supportive manner 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 of the board or of a working group:
10. Call meetings as necessary until objectives are met
11. Ensure that the agenda and support materials are mailed to members before meetings
12. Conduct the meetings in an orderly, fair, open and efficient manner
13. Make committee progress reports/minutes to the board at its scheduled meetings
14. 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: Current Board Chair

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. 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 includes 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.

Function Overlaps: All Committees

Task Overlaps:

PRODUCT

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

Committees/Working Groups Reporting to Board Chair

Oregon Tree Farm System Memorial Fund
All Working Groups

Board Chair-Elect

Board Function: Board Chair-Elect

Person Responsible: Current Chair Elect

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. 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.

Function Overlaps: All Committees

PRODUCT

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

Past Chair

Board Function: Past Chair

Person Responsible: Past Chair

PURPOSE

1. Provide support for the Board Chair
2. Provide advice as requested to Board Chair
3. Provide background/continuity to Board

PROCESS

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.

PRODUCT

1. Smooth functioning Board

Function Overlaps: All Committees

Secretary

Board Function: Secretary

Person Responsible: Current Secretary

PURPOSE

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

PROCESS

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.

Function Overlaps: All Committees Task Overlaps:

PRODUCT

1. Documentary record of official proceeding

Treasurer

Board Function: Treasurer

Person Responsible: Current Treasurer

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 OTFS.
4. Ensure proper nonprofit accounting principles are performed and adhered to.

PROCESS

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.

Function Overlaps: All Committees

PRODUCT

1. Managed general-asset funds
2. Regular and Annual financial reports to Board

Oregon Tree Farm System 501(c)(3) IRS Determination Letter

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

DEPARTMENT OF THE TREASURY

Date: MAY 18 1995

OREGON TREE FARM SYSTEM
3415 COMMERCIAL ST SE N
SALEM, OR 97302-4668

Date is May 18, 1995

Employer Identification Number:

93-1116398

DLN:

17053073850028

Contact Person:

D. A. DOWNING

Contact Telephone Number:

(513) 241-5199

Our Letter Dated:

August 1994

Addendum Applies:

No

If hard to read, ID is 93-1116398

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).

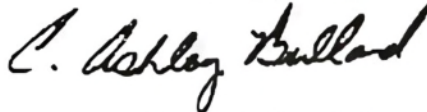
Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the 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)

Working Group Chairs

Board Function: Working group Chairs

Persons Responsible: Volunteer or Chair-appointed OTFS Members

PURPOSE

1. Smooth-functioning participatory Board

PROCESS

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 for the good of the organization.

PRODUCT

A Board that shares the work of the organization of fulfilling our mission and purpose.

Individual Working Groups

Board Function: Individual Working Groups

Persons Responsible: Working Group Chairs and Members

PURPOSE

Assurance that the mission and purpose of OTFS is being accomplished.

PROCESS

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 that 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, responding 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. Maintain open communications with the Chair and Board of the Oregon Tree Farm System (OTFS).
2. Communicate with Chapter Chairs
 - a. Encourage them to select a Tree Farmer of the Year
 - b. Provide them with the Oregon County Tree Farmer of the Year – Directions to OSWA Chapter Chairs/Chapter Nominating Committee’s
 - c. Provide them with a timeline for getting Nominations submitted to the Chair of the OTFS Recognition Committee. Generally, June 1.
3. Review the Nomination Forms
 - a. Check for eligibility
 - i. Has the Nomination Form been signed by the nominator and the nominee.
 - ii. Is the Tree Farm Certified by the Oregon Tree Farm System.
 - iii. Has the Tree Farm been recertified in the last five years? If not, ideally get the recertification inspection completed prior to submitting the Nomination Form, but at the latest have the reinspection completed prior to the inspection by the selection committee.
4. Establish a Selection Committee to visit the County Tree Farmers of the Year. The goal is to have inspections complete prior to the end of September.
 - a. Provide input to the County Tree Farmers of the Year to help them highlight their tree farm.
5. Select an Oregon Tree Farmer of the Year and a First Runner Up by September 30.
6. Get bid from videographer(s). In the recent past the videographer was Pat McAbery, 503-936-1582.
 - a. Sign contract with ODF for grant for video.
 - b. Obtain general liability and auto insurance certificate for the videographer and sign agreement with videographer.
 - c. Work with Treasurer to pay videographer invoice and bill ODF.
7. Work with the Communication Working Group Chair, providing them with information to help them to prepare press releases.
8. Work with the winners OSWA Local Chapter, OFRI, OSU Extension for the OTFY tour.
9. Encourage the OTFS Board to consider selecting someone for the Bill Hagenstein Award.
10. Have the Awards prepared:

- a. Notify USFS who the County winners are so they can prepare awards. Historically these have been a clock for each of the County Tree Farmers of the Year.
 - b. A plaque for each of the County Tree Farmers of the Year
 - c. A plaque for the Oregon Tree Farmer of the Year
 - d. A plaque for the First Runner Up.
 - e. A plaque for the Inspector of the Year
 - f. In the past the awards have been prepared by: Award Specialties, 370 SE Fourth Ave., Hillsboro, OR 97123 Phone: (503) 640-5160
11. Present Plaques at the Annual Oregon Tree Farm System Award Ceremony.
- a. Have the current OTFY assist with giving out awards.
 - b. Determine who should give out the Bill Hagenstein Award.
12. Over-all Goals of the Recognition Working Group:
- a. Inspire both the OTFS and OSWA Membership to showcase their great work
 - b. Create fun and honor in a way that encourages landowners to participate in Tree Farmer of the Year Program
 - c. Ensure Clear and easy application process
 - d. Ensure County and State Tree Farm Tours are an integral part of the Tree Farmer of the Year program, benefiting all OTFS and OSWA members.
 - e. Work with the local OSWA Chapter, OSWA, OFRI and OSU Extension to minimize the workload for the Tree Farmer(s) and Chapter hosting the tours.

OTFS Articles of Incorporation

STATE OF OREGON

Office of the Secretary of State Corporation Division

I, *Janet Sullivan*, Director of the Corporation Division,
DO HEREBY CERTIFY:

OREGON TREE FARM SYSTEM

was
incorporated
under the Oregon

Nonprofit Corporation Act

on
December 29, 1993

and is active on the records of the Corporation
Division as of the date of this certificate.



Janet Sullivan

Director

BY

Kathleen S. Davis

DATE *April 13, 1994*

378040-85

FILED
DEC 29 1993
SECRETARY OF STATE

OREGON TREE FARM SYSTEM
ARTICLES OF INCORPORATION

The undersigned, in order to form a nonprofit corporation under Chapter 65 of the Oregon Revised Statutes, hereby signs and verifies the following Articles of Incorporation:

ARTICLE I

The name of this corporation is Oregon Tree Farm System.

ARTICLE II

The corporation shall be a Public Benefit Corporation.

ARTICLE III

The corporation shall operate exclusively for religious, charitable, scientific, literary or educational purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as it may be amended.

ARTICLE IV

The initial registered Office of the corporation is 1701 Liberty Street, SE, Salem, Oregon 97302-5158, and the initial registered agent is DAVID R. JESSUP. Principal place of business is same.

-1- ARTICLES OF INCORPORATION

ARTICLE V

The corporation shall have members which shall consist of any member of the general public, both individuals and organizations, actively engaged in or having an interest in the advancement of forest management through the Tree Farm concept.

ARTICLE VI

No member, Director, or officer of the corporation, nor any private person shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the corporation, or the winding up or its affairs. Upon such dissolution or winding up of its affairs, after making provision for the payment of all the liabilities of the corporation, all of the remaining assets of the corporation shall be distributed for substantially similar uses and purposes to any organization which would then qualify for exemption under the provisions of Section 501(c)(3) of the Internal Revenue Code as now stated, or as it may be hereafter amended.

ARTICLE VII

A. The corporation shall have no capital stock, and no part of its net earnings shall inure to the benefit of any Director, officer, or member of the corporation or any private person.

B. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise

-2- ARTICLES OF INCORPORATION

attempting to influence legislation except as may be permitted to Section 501(c)(3) organizations by the Internal Revenue Code of 1986, as it may be amended, and the corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

C. Notwithstanding any other provisions of these Articles, the corporation shall not conduct or carry on activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1986, as it may be amended, or by an organization contributions to which are deductible under Section 170(c)(2) of such Code, as it may be amended.

ARTICLE VIII

In general, and subject to such limitations and conditions which are or may be prescribed by law, these Articles of Incorporation, or the Bylaws of the corporation, the corporation shall have all powers which are now or hereafter conferred by law upon a corporation organized for the purpose hereinabove set forth, or necessary or incidental to the powers so conferred, or conducive to the attainment of the purpose of the corporation.

ARTICLE IX

The names and addresses of the Initial Directors who will first manage the affairs of the corporation until the first annual meeting of the membership, as provided in the Bylaws, and until their successors are elected and qualified are:

Phil A. Van Doren
229 St. Dennis Road
North Bend, OR 97459

Betty Denison
137 SW Skyline Drive
Toledo, OR 97391

Susan W. Bowers
83540 Sher Khan Road
Creswell, OR 97426

Richard Courter
1600 NW Skyline Blvd.
Portland, OR 97229

David R. Jessup
6456 SE Cedarcrest Drive
Milwaukie, OR 97222

X All directors consented to the appointment.

ARTICLE X

The name and address of the incorporator of this corporation is as follows:

David R. Jessup
1149 Court Street, NE
Salem, OR 97301

ARTICLE XI

These articles shall become effective as of January 1, 1994.

DATED this 21st day of December, 1993.



David R. Jessup, Incorporator

Person to contact about this filing:
David R. Jessup
1149 Court Street, NE
Salem, Oregon 97301

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 Board 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 at 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 (this is inconsistent with bylaws – refer to Article VIII, section 3)) 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.
12. The chair is authorized to approve expenses up to \$500 for those items not already defined in the current fiscal year's budget. The Chair shall notify the board of such expenses.

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

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

Transportation

- a. Air travel will be coach class and will not exceed the current GSA rate.
- b. 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.
- c. Airport shuttle and parking fees will be reimbursed.

Registration fees

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

Miscellaneous

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

Board Member Extraordinary Travel Expenses

- a. 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

- a. 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.

Memorandum of Understanding Partnership Agreement OTFS & OSWA

For historical perspective: 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 was 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
OTFS STRATEGIC PLAN: 2025-2028
June 21, 2025

Definitions

Goal: High priority plan intended to cover from 3-5 years

Objective: Specific activities planned to meet goals

GOAL 1: Build, Maintain, and Enhance Organization

OBJECTIVES

- 1) Recruit, engage, and support volunteer inspectors. Primary Responsibility for this objective: Certification Working Group
 - a) Maintain cadre of 100 inspectors
 - b) Communicate regularly with District Coordinators and inspectors
 - c) Maintain incentives for inspectors
 - i) Reimbursement for mileage at \$.40/mile for private vehicles
 - ii) \$100 upon completion of two inspections + \$50 for every subsequent inspection
 - iii) Bonus of \$100 for the designated Charter-Company inspector for being up-to-date at year end.
 - iv) ODF and other state employees: \$50 bonus for completion of two or more inspections
 - v) Inspector of the Year Award
 - d) Invite inspectors to all OTFS events and encourage OSWA chapters to invite them to OSWA events.
 - e) Monitoring success
 - i) Track # of Inspectors (by name) each quarter
 - ii) Track # of inspections each completes
 - iii) Track invitations to events
 - iv) Track incentives awarded
 - v) Annual Survey of inspectors including what OTFS can do to increase participation.
 - vi) Report to OTFS Board periodically
- 2) Work with Partner Organizations to Promote Membership and Visibility. Primary Responsibility for this Objective: Chair, Chair-Elect, Past Chair, all Board Members
 - a) Contact KOG to discuss/create partnership including signage.
 - b) Work with OSWA to explain/elevate our shared missions of promoting sustainable forestry.
 - c) Monitoring success
 - i) Maintain Partner list
 - ii) Invite Partners to OFFC and OTFS Annual Meeting
 - iii) Survey Partners annually to inquire how OTFS can help further their mission.
- 3) Develop, Communicate, and Implement Annual Re-certification letter for tree farmers who are due for recertification visits in the coming year. Primary Responsibility for this objective: Certification Working Group
 - a) Strategic communication via email, newsletters, and announcements at all events.
 - b) Monitoring success
 - i) Send copy of letter to OTFS Board early in New Year
 - ii) Report periodically to OTFS Board on recertification progress.
 - c) Identify and Recruit Leaders to serve as Chair, Chair-Elect, and Past Chair through 2028. Primary Responsibility for this Objective: Governance Working Group
 - d) Monitoring success: Offices of Chair-Elect, Chair, and Past Chair filled.
 - e) Consider, Design, and Implement, subject to Board Approval, an OTFS program for forest landowners who own less than ten acres. Primary Responsibility for this Objective: Landowner Journey Working Group

- f) Monitoring success
 - i) Develop compelling reasons why this program benefits OTFS
 - ii) Develop list of activities necessary to complete this goal
 - iii) Develop a timeline for activities
 - iv) Present plan to OTFS Board for approval/amendment
 - v) Implement plan + periodic reports to Board
 - vi) Track # of participants in the program
 - vii) Survey members at conclusion of Strategic Plan to identify success of program
- 4) Consider whether OTFS should continue as a Certification Program or transition to a Recognition Program.
Primary responsibility for this objective: Chair + All Board Members
 - a) Monitoring Success
 - i) Minutes reflect Board Discussions
- 5) Promote visibility and membership of OTFS through our website, social and print media: Primary Responsibility for this objective: Communication/Landowner Journey Group, Past-Chair, all Board Members
 - a) Keep OTFS website current
 - b) Maintain OTFS Facebook page
 - c) Respond promptly to communications/queries posted on OTFS website
 - d) Spread information about OTFS to general public as opportunities arise by directing them to the website and social media platforms
 - e) Board members submit photos + information of interest to Communications Working Group for posting to website/social media platforms
 - f) Maintain promotional ad in Northwest Woodlands Magazine
 - g) Staff Informational booths at Tree Schools and other forestry-related events
 - h) Monitoring Success
 - i) Track responses to website queries and report regularly to Board
 - ii) Board members report to board on staffing booths at forestry events
 - iii) Board members check webpage regularly

GOAL 2: Enhance Services to Members

OBJECTIVES

- 1) Give voice to OTFS concerns through representation at civic organizations including but not limited to Board of Forestry, Committee for Family Forests, State Implementation Committee for Sustainable Forests Initiative, Oregon Department of Forestry, Women Owning Woodlands Network, Oregon Small Woodlands Association. Primary Responsibility for this Objective: Chair, Chair Elect, Past Chair and/or appointees and volunteers
 - a. Monitoring success
 - i. Make sure OTFS has a representative at meetings of the above groups to present items of concern/interest to OTFS as appropriate.
 - ii. Report back to the OTFS Board after such meetings to determine appropriate follow-up.
- 2) Design and present engaging and informative programs at the OFFC and OTFS Annual Meeting.
 - a. Primary Responsibility for this Objective: Chair + Events Working Group + Recognition Working Group
 - b. Monitoring success
 - i. Develop Member survey after each Annual Meeting asking for feedback + implement suggestions.
 - ii. Report back to OTFS Board on feedback
- 3) Increase Engagement in the Tree Farmer of the Year Program
 - a. Primary Responsibility for this Objective: Recognition Working Group

- b. Monitoring Success
 - i. Study existing survey of reasons for non-participation
 - ii. Assess application process and amend if appropriate
 - iii. Work with OSWA chapters to broaden their access to potential candidates.
 - iv. Track # of applicants by year and report to OTFS Board annually.
- 4) Explore the possibility of higher prices paid by mills for logs from certified tree farms. Primary Responsibility for this Objective: Chair, Chair-Elect, Past Chair, all Board members
 - a. Monitoring success
 - i. Develop list of activities to accomplish this goal including research on what is done in other parts of the country.
 - ii. Develop plan to implement these activities
 - iii. Implement Plan
 - iv. Report to OTFS Board periodically

GOAL 3: Maintain OTFS Financial Stability

OBJECTIVES

- 1) Send donation requests to members and Charter Companies annually, tracking responses and sending thank-you letters. Primary Responsibility for this Objective: Chair, Treasurer, Secretary.
 - a. Monitoring success
 - i. Report to Board # of donations/thank-you letters periodically.
- 2) Create an annual budget and submit to Board for approval at the last Board meeting of each calendar year. Primary Responsibility for this Objective: Finance Working Group
 - a. Monitoring Success
 - i. Board meeting minutes include budget presentation.
- 3) Continue to monitor income and expenses against needs of the organization and adjust procedures as necessary. Primary Responsibility for this Objective: Chair, Treasurer
 - a. Monitoring Success
 - i. Financial reports at each Board Meeting
- 4) Set financial goals for OTFS. Primary Responsibility for this Objective: Finance Working Group and Chair.
 - a. Quick books accounting kept up to date.
 - b. Books balanced monthly
 - c. Federal 990 and Oregon Department of Revenue tax returns completed and filed annually.
 - d. Oregon Department of State annual fees paid
 - e. Memorial Fund maintained and managed as per Operations Manual
 - f. Factors involved for contracting supplemental help to manage OTFS affairs identified and discussed with Board Members.
 - g. Monitoring success
- 5) Discussion of financial goals periodically with OTFS Board

OTFS Memorial Fund

Committee: OTFS Memorial Fund Standing Committee

Person Responsible: Current committee 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. (This sentence needs to be updated to be consistent with bylaws.)

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. (This sentence needs to be updated to be consistent with bylaws.)

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.

Excerpts 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 interrupted 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 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 stabilize 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 be 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.

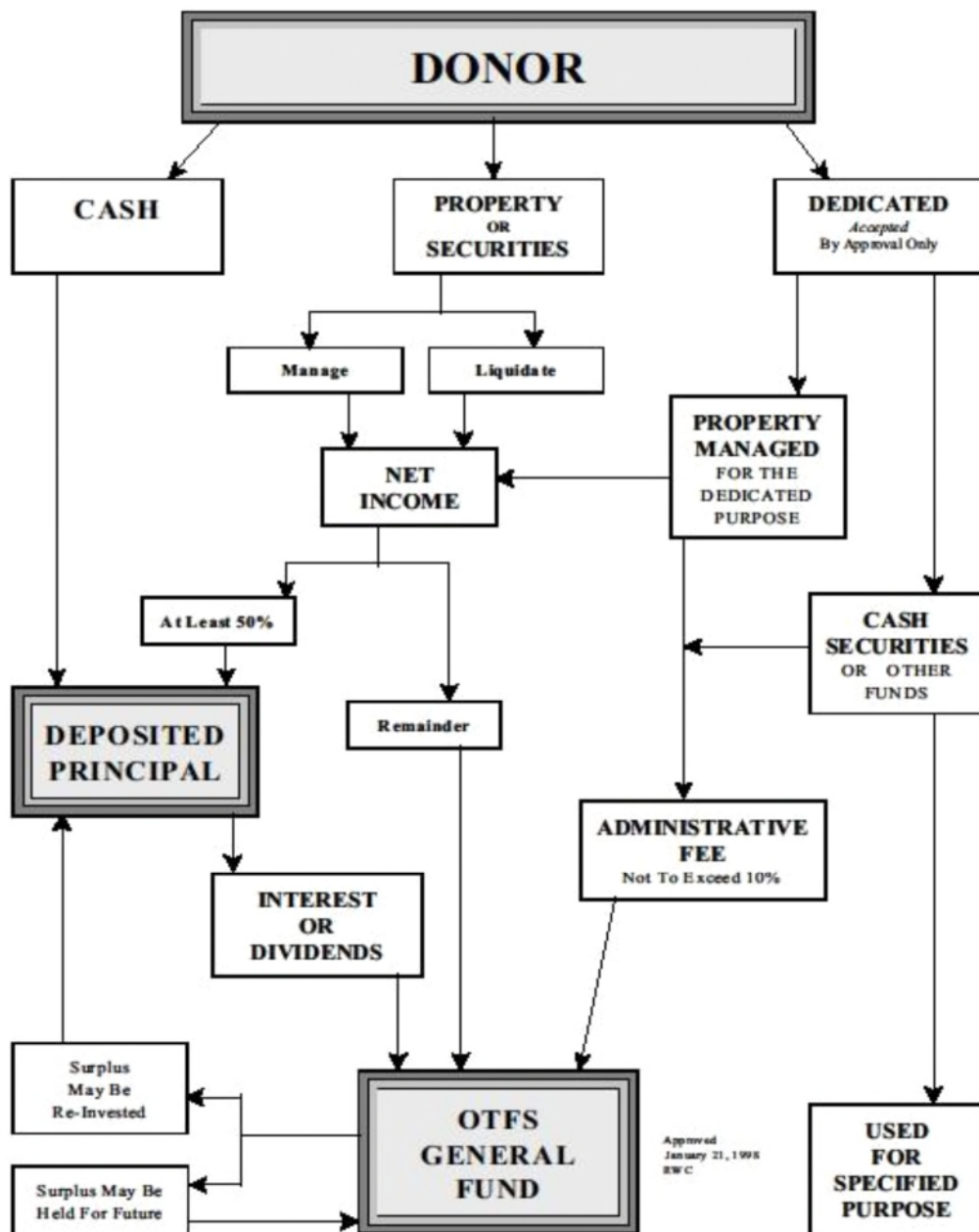
A tree will be planted as a living tribute to those being memorialized or honored. Special recognition as agreed upon by OTFS and benefactor can be provided donors of substantial cash contributions or property. Anonymous and/or non-designated are welcome.

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"



3-Ps for Administrative Function

Position Responsible: OTFS Chair

PURPOSE

1. Properly maintain OTFS records
 - a. Minutes
 - b. Financial Statements
 - c. Recognition
 - d. Corporate Records
 - e. Correspondence
 - f. 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

3-Ps 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: Certification Working Group consisting of Group managers, (3) County District Coordinators, and Inspectors

PURPOSE

1. Maintain electronic American Tree Farm System “Tree Farm Inspection Record” also known as “ATFS Form 021” in the ATFS database. This is a fillable PDF form. The ATFS Form 021 is the official inspection form that is filled out by the certified inspectors for each initial inspection and all recertification visits. This form is revised every 5 years when the ATFS Certification is reauthorized by Programme for the Endorsement of Forest Certification (PEFC). It is submitted online by inspectors and is edited by the ATFS Form 021 software for proper completion and then is finally approved by an Oregon person with Database Administrator Credentials. It is then in the National Database and is filed by State and County.
2. Information on record keeping is transmitted to the entire working group through letters, online training, in person training, zoom training and ATFS seminars and inspector certification and recertification through the national system.

PROCESS

1. Communicate inspector requirements to District Chairs
2. Receive and enter ATFS Form 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 ATFS Form 021 information entered into the national ATFS database.
2. Summary reports to the OTFS board of production, status of meeting the visit to each landowner every 5 years, ATFS required inspections status.
3. Latest ATFS Form 021 is available in the database. Depending on age, the National Certification Manager may need to arrange access for the State Database Administrators.

3-Ps for Resource Development

Position Responsible: Board

Revised December 2022

PURPOSE

1. Grow the program
2. Fundraising
 1. Grants
 2. Donations
 3. Sponsors
 4. Co-sponsors

PROCESS

1. Apply for grants from American Forest Foundation and other sources
2. Conduct Annual Fund-Raising Campaign
 1. Solicit funds for annual operating
 2. Solicit from members
 3. 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

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 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

3-Ps for Oregon Tree Farmer of the Year & Supporting 2025 Documents

Board Function: Outstanding Tree Farmer of the Year Recognition

Position Responsible: 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

1. Directions to Chapter Chairs
 - a. Guidelines for Selecting Candidates
 - b. Nomination Form
 - c. Schedule of Events
2. Selection Score Sheet
3. Electronic Nomination Tips
4. Sample News Release
5. Congratulations – Schedule of Events

Oregon County Tree Farmer of the Year 2025

DIRECTIONS TO OSWA CHAPTER CHAIRS/CHAPTER NOMINATING COMMITTEES

1. All Chapter Chairs/Nominating Committee Chairs are encouraged to work with their County Tree Farmers of the Year to fill out and submit a Nomination Form, nominating them for the Oregon Tree Farm System Oregon Tree Farmer of the Year. A copy of the Nomination Form is attached. This form is to be filled out by the Chapter Chair or Nominating Committee with input from the tree farmer who is nominated.
2. Your candidate must be certified by the Oregon Tree Farm System (OTFS), which includes having a written management plan. If the tree farmer you choose is not certified, please work with them to become certified. OTFS is happy to help. For more information regarding getting certified you may contact Rick Barnes at 541-430-7035 or rbarnes@jennilake.com.
3. Nominations must be mailed to: Rick Barnes, 455 Panorama Lane, Roseburg, OR 97471 or emailed to rbarnes@jennilake.com. If you have any questions, call Rick Barnes at 541-430-7035.
4. Each candidate for the Oregon Tree Farmer of the Year will be visited by a State Selection Team. These visits will be coordinated with the Tree Farmer(s) and occur sometime between July 1 and September 30.
5. Each candidate for the Oregon Tree Farmer of the Year will be visited by a videographer to film the tree farm. The filming will take place sometime between July 1 and September 30.
6. The County Candidate who is named Oregon Tree Farmer of the Year (OTFY) is welcome and encouraged to serve on the Oregon Tree Farm System (OTFS) Board. Board service is not mandatory.
7. The County Candidate who is named OTFY will host the Tree Farmer of the Year tour held in conjunction with the Oregon Family Forest Convention and will be assisted by OSWA and OTFS.
8. The County Candidate who is named OTFY is encouraged to become a candidate for Regional Tree Farmer of the Year.
9. Your Chapter may re-nominate any former County Tree Farmer of the Year for Oregon Tree Farmer of the Year except for a candidate who was selected as Oregon Tree Farmer of the Year the preceding year.
10. In the circumstance that a tree farmer has 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 OSA County Chapters for assisting in selecting outstanding candidates.

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

EVENT	DATE
Nomination Deadline (OSWA Chapter Responsibility)	June 1, 2025
Verification of Eligibility (Recognition Working Group Chair Responsibility)	June 15, 2025
Schedule Field Visit (Selection Team contacts County TFOY)	Approximately June 15-30, 2025
Schedule Video of County TFOYs' Tree Farms (Videographer contacts County TFOYs.)	Approximately June 15-30, 2025
Recognition Meeting. 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 County Tree Farmers of the Year are complimentary (for two people.)	November 2025, at Oregon Gardens
Completion of the ATFS Nomination Form for Regional Tree Farmer of the Year. The same form leads to National Tree Farmer of the Year. (Responsibility of State Tree Farmer of the Year with input from OTFS Chairs and former State Tree Farmers of the Year.)	Approximately February, 2026



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

Oregon Tree Farmer of the Year

Nomination Form

2025

Tree Farmer Name: _____ Phone #: _____

Tree Farmer Address: _____

Tree Farmer Email: _____

Tree Farmer County: _____ Total Forested Acres: _____

Directions to Tree Farm: (Optional: Attach map)

1. How long has the Tree Farmer owned the land? _____
2. Is the Tree Farmer Certified? _____ Certification #: _____
3. Is the Tree Farm Sign displayed: _____
4. Has the tree farmer consulted with a Natural Resource Professional (For example, ODF Stewardship Forester, Consulting Forester, NRCS Professional, Certified Wildlife Biologist, etc.)

Name(s) of Natural Resource Professional(s) and Contact Information: _____

5. Describe the Objectives of the Tree Farmer:

6. 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; including acres)

6D: Protection Activities (fire, insects, disease, animal, etc.)

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

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

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 their name to read on the plaque. Limit letters (including spaces) to no more than 22 on each of two lines.

SIGNATURE AND ACKNOWLEDGEMENT

Recognition for all candidates will be held in November at the OTFS Annual Meeting at the Oregon Gardens. OTFS encourages County Tree Farmers to attend, as well as all who are interested in the OTFS program.

A State Tree Farmer of the Year Selection Team will contact each candidate to coordinate a Tree Farm visit to occur sometime between July 1 and September 30.

A Video Team will contact each candidate to film the Tree Farm sometime between July 1 and September 30 as arranged between the candidate and the Video Team.

Nominating Committee or Chapter Chair: _____

Chair Signature _____

Phone #: _____ Email: _____

Tree Farmer: _____

Tree Farmer Signature: _____

Phone #: _____ Email: _____

For questions, contact Rick Barnes, Chair, Recognition Working Group

Phone: 541-430-7035, Email: rbarnes@jennilake.com

Selection Score Sheet

TREE FARMER of the YEAR Selection Score Sheet Year _____

Candidate: _____ Selection Team: _____

County _____

1. <u>LAND MANAGEMENT ACTIVITIES</u>	<u>Possible Points</u>	<u>Score</u>
a. Management Plan or Goals Must have a written plan Site and complexity of property would determine extent and nature	15	
<i>Comments:</i>		

b. Stand Improvement 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	15	
<i>Comments:</i>		

c. Harvesting 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	15	
<i>Comments:</i>		

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.

####

3-Ps for OTFS Annual Meeting

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

PURPOSE

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

PROCESS

1. Annual Meeting
 1. November – Confirm next year’s date
 2. December
 1. Book facility at The Oregon Gardens
 3. August
 1. Set menu and meal cost
 2. Coordinate registration announcement for September Newsletter
 4. October Meeting
 1. Supervise registration and fee collection
 2. Coordinate seating and table arrangement, submit to events office
 3. Confirm meal count with caterer several days prior to events
 4. 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
 1. Financial statement
 2. Summary of board business year
2. Awards presentation
 1. Video
3. Memorial Fund Report
4. Election of Board members
5. Board Officer elections

Sample Agenda for Awards Banquet

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

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/Landowner Journey Working Group for recognition/publicity.

Position(s) Responsible: Certification Working Group and Recognition Working Group, 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 this 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 possible, publicly recognizing landowner achievement

Inspector Incentives Program & 2025 Rates

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.

2025 Inspector Mileage Reimbursement and Stipend Policies

- Mileage: The OTFS Board approved mileage rates for 2025 to be the Federal Rate currently \$0.70/mile for miles driven by inspectors to conduct inspections when using their own private vehicles.
- Stipend: After completing two inspections that are under two separate management plans, an inspector is eligible for a \$100 stipend. Inspections done after the initial two will earn \$50 for each inspection with its own management plan. An inspection with one management plan and three or more noncontiguous parcels will count as two inspections.
- Decertifications and moves to Pioneer status don't count as inspections. However, bringing a Pioneer to full certification does count as an 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. “

This was approved by the board on January 25, 2024. It should be elevated to a Standing Rule by the board.

3-Ps for Communications/Landowner Journey Group Development

Position Responsible: Communications Working Group Chairs

PURPOSE

1. 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

3-Ps for Inspector Training Committee Development

Position Responsible: Certification Working Group Chair

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