



# Appendices

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FLICKR / FRANK PETERS

**Butterfly at Noxubee  
NWR, Mississippi**



## Appendix A: Guiding Principles for the Friends/FWS Relationship

What follows is the list of expectations for the relationship between the U.S. Fish and Wildlife Service (FWS) and Friends groups developed at the culmination of the 1997 meeting in Virginia. It was signed by everyone present as a statement of principles.

We commit to abide by the following expectations that we hold for one another in the Friends-FWS relationship.

### Expectations that the Friends hold for themselves in the relationship:

- That we will consistently and regularly communicate honestly and strongly.
- That we will work to protect the natural resource.
- That we will respect the concerns that the FWS has regarding the relationship, i.e., that we will have reasonable expectations of them and what they can do.
- That we will be committed to the refuge mission, which means that we must know what the mission is and so we will educate ourselves.
- That we will be fully committed to keeping up our end of the partnership.
- That we will not undercut agency and refuge management, that the “dirty linens” will not be aired in public.
- That we will agree to always discuss differences of opinion in a professional and respectful manner.

- That we will buy into a shared vision, that means a vision that both sides work to create.
- That we will help the Service personnel to be and feel productive.

### Expectations that the Friends hold for the FWS relationship:

- “That they will put their money where their mouths are.” Commit to training, to mentoring and to providing the resources that are needed. That the FWS will commit to doing what needs to be done to help make the Friends group effort succeed: it is not just the money.
- That they are making a long-term commitment to this effort, that the non-profit organizations are here to stay. That the commitment is consistent among refuge managers (both serially over time and at each refuge and across all refuges) and throughout the FWS.
- That they will have a true sense of partnership, wherein there will be a “no surprises” philosophy and a full sharing of information in both directions.
- That the Friends efforts will have the support of the whole FWS, and especially including the managers. The managers are essential but it needs to permeate the whole agency.
- That they will trust and respect us.
- That they will work to protect the natural resource.

### Expectations that the FWS holds for themselves in the relationship:

- View the Friends groups as a long-term, personal friendship. This implies dealing with them honestly, trusting and respecting them, appreciating them, being patient with them, not being negative about them, and using the full set of talents.
- We will work to sell it to our peers and to the troops. We will work to infuse support for Friends throughout the agency.
- Providing consistent follow-through and active support of Friends groups from the Washington office, the regional offices, and the field.
- We understand what it takes to have a Friends group and then make the commitment.
- That we will help you help us. We will teach you about the government systems to make your job easier. We will give Friends the information that needed to do their job and to give them the information before they read it in the media.
- That we will help the Friends to be and feel productive.

### Expectations that the FWS holds for the Friends in the relationship:

- To protect the resource.
- To be independent advocates. That they will learn how to work effectively with and within governmental systems. That they will be advocates for the good of the system at the local and national level. That they might help to raise support to benefit the refugees.
- That they will respect and trust the Service employees.
- That we will agree to always discuss differences of opinion in a professional and respectful manner.
- That they will understand and respect the operational pressures and boundaries that affect the Service (Give the Service the room they need to make management decisions.)
- To provide a positive community influence. Be the FWS' doorway to the public.
- To assist in accomplishing refuge projects. The Service's resources are limited and sometimes need help to finish a project. □



## Appendix B: Rocky Mountain Nature Assn.— Best Practices as an Accountable Organization

(Adapted from the Association of Fund Raising Professionals, 1995, and the Accountability and Nonprofit Organizations program at the Mandel Center for Nonprofit Organizations, 1995) The statement above and the accountability measures for positions that follow were compiled by C.W. Buchholtz, January 2006.

The Rocky Mountain Nature Association holds a public trust to improve the quality of parks, forests, and other public lands. As an accountable organization it clearly states its mission: The Rocky Mountain Nature Association promotes the understanding of Rocky Mountain National Park and similar public lands through interpretive or educational publications and programs; advances stewardship through philanthropy for Rocky Mountain National Park and similar public lands; protects, restores, maintains and preserves land and historic sites in Rocky Mountain National Park and elsewhere in the Rocky Mountain region; and may, in furtherance of such mission, conduct any lawful activity.

As an accountable organization it articulates the needs of public agencies as well as visitors, explains how parks and forests are of public benefit, and provides cost-effective programs.

The Nature Association freely and accurately shares information about its governance, finances and operations. It is open and inclusive in its procedures, processes and programs consistent with its mission and purpose.

The Nature Association is accountable to all those it expects to serve, to all those who support it, and to society.

As a nonprofit organization, it is responsible for mission fulfillment, leadership on behalf of the public interest in parks and forests, stewardship, and quality.

- Regarding mission fulfillment, the Nature Association 1) establishes a vision for the future and pursues its accomplishment; 2) is doing what it says it will do; and 3) maintains its relevance by meeting needs within an environment of change.
- Regarding leadership on behalf of the public interest in parks and forests, the Nature Association 1) enhances the well-being of public lands and public land users; 2) promotes inclusiveness and diversity; 3) educates the public, other nonprofit organizations, governmental agencies, and Congress, including appropriate advocacy and lobbying.
- Regarding stewardship, the Nature Association 1) maintains effective governance and management; 2) generates adequate financial resources; 3) manages time, talent, and funds effectively; 4) supports and recognizes volunteers; and 5) appropriately compensates staff.
- Regarding quality, the Nature Association 1) strives for and achieves excellence in all aspects of the organization; and 2) evaluates the total organization and its outcomes on an ongoing annual basis.



## Ways to Measure Best Practices and Excellence

### For a Board Member

- Is the organization solvent and experiencing controlled growth?
- Are relationships with partners positive and improving?
- Are the goals, projects and activities of the organization in line with its mission, policies and capacity?
- Is board meeting attendance and committee participation high (are board members contributing to the organization in time and funds)?
- Is discussion effective, positive and respectful of others?

### For an Executive Director

- Is the organization financially solvent, experiencing growth or suffering a decline?
- Is the staff productive, supportive, cooperative and as happy as possible?
- Is the governance of the organization in good working order, including the Board of Directors? Are the organization's official documents available and in order?
- Are cooperative relationships with agencies and partners positive or negative?
- Is the organization as a whole productive and accountable, or declining or secretive?

### For a General Manager

- Does the General Manager ensure adequate operating funds and bank account levels are maintained, while managing surplus funds in a responsible manner that results in the greatest earnings within an acceptable level of risk?
- Is there assistance in hiring the best individuals available for staff positions, while guiding and nurturing staff members to maximize productivity? Does the General Manager facilitate training, communication and mentoring to achieve employee enthusiasm and retention?
- Are management actions and policies communicated effectively?
- Are the financial records of the organization transparent and easily explained and available for public review, with all reports and audits completed by their required dates?
- Are thorough analyses of costs and benefits performed regarding organizational expenditures, and are the fundamentals of business planning used in developing long-term strategies?

### For an Office Manager

- Are payments made promptly and properly to vendors, employees and governmental agencies?
- Are financial records in excellent order and available at all times, fully documented for audit purposes?
- Are supplies, equipment, and other resources procured in a timely and cost-effective manner?
- Is communication effective and timely with anyone requiring assistance or information?



#### **For a Membership Manager**

- Does the membership program complement the goals of the organization?
- Is there a business or strategic plan for the membership program? And is it being updated regularly?
- Are new members being sought with creative and changing methodology, with a goal of increasing membership annually?
- Are communications or correspondence provided for members in a timely and professional manner?
- Is the renewal rate of membership above the national average of 70%? Or is membership in the organization declining?

#### **For a Seminar Coordinator**

- Does the field seminar program offer the highest quality seminars and instructors, presenting topics intended to enhance the understanding of our public lands?
- Does each seminar provide people with accurate information on subjects relating to natural and cultural history?
- Are seminar participants pleased with their educational experiences? Do they advertise the program to others?
- Does the seminar program produce sufficient revenue to break even financially?
- Is marketing and promotion of the seminar program sufficient to ensure that seminars are filled to capacity and none are cancelled for lack of enrollment?

#### **For an Inventory Specialist**

- Is the warehouse neat and operated in a business-like manner, permitting the efficient receiving, storage, and processing of merchandise?
- Are incoming orders, phone calls, and e-mails handled efficiently and processed in a timely and professional manner?
- Are internet orders and inter-organizational transfers processed and shipped within 24 hours?
- Are the commerce pages of the organization's website accurate and up to date?
- Is communication with the public effective and is a spirit of team work and cooperation evident within this office?

#### **For an Administration Assistant**

- Are donor records held confidential and updated accurately and is the data base program used for analysis and philanthropic support to its full potential?
- Are financial records for donated funds and endowments accurate, efficiently managed and communicated to the Board of Directors?
- Are project payments made in a timely manner and expense accounts kept up to date, with organization and agency balances properly reported?
- Is communication open and frequent with the main accounting office in all financial matters relating to donated funds, aid, endowments, and investments?
- Are data base problems, special projects, and complex assignments accomplished efficiently and successfully?



### **For an Inventory Manager**

- Are sales outlets as well as retail and wholesale customers receiving the highest level of customer service?
- Are inventory levels appropriately maintained throughout the organization while staying within the purchasing budget guidelines?
- Are vendor relationships positive, allowing for the negotiation of favorable deals for the organization?
- Is communication being conducted in a positive and effective manner with fellow employees and partners?
- Is the inventory management office adapting new techniques and technology, when appropriate, to be more productive and accountable?

### **For a Sales and Merchandising Manager**

- Are sales outlets examined and reorganized as necessary on a regular basis (with outside outlets visited at least twice a year and local stores at least weekly) to ensure inventory is optimal and operations are running smoothly?
- Are 20% of all retail items newly-selected each year and well suited to the marketplace, serving both an educational mission and appealing to visitors?
- Are slow selling products identified and either transferred other retail outlets or discounted, working to minimize financial risk or loss to the organization?

- Are communications with agency liaisons and visitor center managers professional, cordial, and productive, specifically regarding product approval, merchandising strategies and sales procedures?
- Are sales personnel—including agency employees or nonprofit staff—kept well informed about merchandising initiatives or strategies, as well as new products and any retail changes?

### **For a Special Projects Manager**

- Are special projects managed creatively, efficiently, and cost-effectively?
- Do in-house publishing and product development projects reflect well upon the organization and are such projects produced in a timely fashion?
- Is the organization's newsletter produced on schedule, with accuracy, within budget and is it appealing to donors and members?
- Are relationships with members, donors, Board, staff and volunteers positive as a result of special projects?
- Is the fellowship program marketed to attract the best applicants? Are the logistical requirements of the fellowship program properly facilitated each year?



### **For a Publications Manager**

- Is the organization producing high-quality publications and products at a reasonable cost?
- Are the organization's publications or products addressing the needs within the marketplace of park and forest visitors and are they profitable?
- Do publications and products of the organization match and enhance its interpretative and educational mission?
- Is the organization's publications department establishing a positive cooperative relationship with agencies and partners?
- Have the publications and products of the organization earned a reputation for quality, accuracy, attractiveness and value? Have any merited awards?

### **For Sales Clerks**

- Is there a thorough familiarity with the inventory at the sales site so that the best recommendations are made to visitors based on their interests and needs?
- Are the organization's activities and programs, as well as the public land partner, represented knowledgeably and positively? Are visitors encouraged to become involved with the organization; do they leave with a positive impression of the organization and affiliated public agency?
- Are visitors made to feel welcome and are questions answered as patiently, kindly and thoroughly as possible? Are visitors referred to agency staff when appropriate?
- Is the sales area kept neat and clean? Does it reflect pride in one's work, the organization, and the agency?
- Is communication open with fellow staff so that, if necessary, they willingly provide assistance regarding inventory, merchandising and related needs?

## Appendix C: Decision-Making Process Steps

There are many approaches groups can take to make decisions. Friends mentors use the process below, using a full day to assist Friends/FWS collaborators to work through steps 1–7. The Friends/FWS partners then conduct a number of follow-up meetings to develop a strategy for #8 and revisit actions, progress and outcomes at each meeting thereafter.

### 1. Ask a concrete question

*Examples:* In three years, how do we want our community (the public) to be interacting with the Refuge (and vice versa)? In the next six months, what do we want to accomplish?

### 2. Write down ideas

Everyone works individually. Each person writes down *one* idea per page.

### 3. Post ideas on a wall

This allows everyone to view the ideas, but no evaluation of ideas is done at this time.

### 4. Review and clarify each idea

The goal is to make sure all ideas are understood as presented, but no evaluation is done at this time.

### 5. Categorize

Put like ideas together and topic headings as appropriate.

### 6. Prioritize by voting

Decide how many votes each person gets. Each person places a mark or sticks a dot on their favorite ideas.

### 7. Discuss the popular ideas

This is the point where evaluation begins. Consider how feasible each idea is (what are the resources available, what resources are needed) as well as how important each idea is to the collaboration and its success.

### 8. Select the best ideas

The best ideas are those that will further the organizations goals.

### 9. Decide on an action plan, implement it, and review and evaluate regularly

The decisions made should be recorded (retaining all ideas generated). An action plan should put in writing, assigning tasks and time-frame for completion. This action plan should become the focus of Board meetings. “Creative ideas” that arise during the year should be considered in reference to the action plan (i.e., Does this new idea help us accomplish our plan?).



## Appendix D: Finding People to Help

It goes without saying that a successful, sustainable organization made up of volunteers means that bodies (and minds) are needed. But how do you find people to help? People of diverse interests, expertise and personality will round out a Friends group. Below is an exercise that uses an Acquaintance Map, a useful tool for zeroing in on potential volunteers.

*by Molly Krival*

1. Bring together all board members and as many staff as possible.
  2. Place the *Acquaintance Map* where everyone can see it (see map on next page).
  3. Provide everyone with 20 or more 3 x 5 index cards.
  4. Using the Acquaintance Map as a stimulus to memory, everyone writes on a card the name of someone they know and why that person might make a good board or committee member, like interests or expertise. Use a different card for each person to be considered.
  5. When everyone is done, collect the cards.
  6. One person reads aloud each card and asks everyone if they know this person and, if they do, what can they add—positive or negative—about them. Another person records what is said.
  7. When that process is complete, sort the names into groups: likely candidates, maybe or not likely.
  8. Invite the likely group, and perhaps the “maybes” to a guided tour of the refuge followed by food and drink.
  9. All board and staff should make a point of meeting them.
  10. A short program on the refuge and the activities of the Friends should be included.
  11. After this, hold a meeting of the board and any interested staff to discuss impressions.
  12. Board then decides who to ask to be nominated for the board or to become a committee member. (See “How to Ask,” p. 106)
- Boards often ask how to decide if someone is a good candidate. It varies so much. A staff member offered his right and left guards on a hockey team because they’d do anything for him. Sometimes it’s a volunteer who loves the refuge and is willing to help do other things. Sometimes it’s a highly charged person who is on other boards and is known for accomplishments. Sometimes it’s someone who wants a place to do something worthwhile. A person who likes you. A person who likes the refuge. One who loves kids, likes to help out, has just retired, took a Master’s Naturalist course. Someone who bakes or is good with a computer. Someone who’ll make your board/committee more diverse. A banker. An accountant. A parliamentarian. A member of other environmental organizations. Someone looking for a new interest. A good-hearted person.

**Acquaintance Map**

Many times, we go through the day compartmentalizing our roles. We have friends and acquaintances that are a part of our family lives, others that are a part of our work lives, yet others that are a part of our recreational lives, and so on. When it comes to involving people in our community it

is important to break down the walls by which we segregate these people. Only by working together with everyone can we build the optimum community.

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### How to Ask a Nominee to Consider a Board Appointment

*By Molly Krival*

- The President and another director meet the candidate by appointment after the board has approved the selection.
- They have clear, detailed information on what role the candidate is being asked to take, including the typical time commitment.
- They say why the board is asking this person to become a director: skills, reputation, commitment to the refuge, etc.
- They double check that the person has all the qualifications: membership, skills, time, interest, and commitment to refuge.
- They are prepared to discuss what will be needed if qualifications are not complete:
  - Become a member,
  - Training, orientation, mentor-intern relationship
- If all is well, they provide the new director with a schedule of the year's meetings, explain when they will be expected to attend, and offer to take them to the first meeting. If appropriate, introduce the new director to a board member who will serve as their mentor until they are familiar with the board's routine.
- At the first meeting, introduce them to everyone and provide them with a list of directors, a handbook with by-laws, recent minutes, etc.
- On the way home, answer questions they may have. □