



North American Falconers Association Board Policy Manual (BPM)

Adopted May 13, 2021

Last Revised _____

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NORTH AMERICAN FALCONERS ASSOCIATION

BOARD POLICY MANUAL

PART 1: INTRODUCTION AND ADMINISTRATION

This North American Falconers' Association ("NAFA" or "Association") Board Policies Manual ("BPM") contains all the standing (on-going) policies adopted by the NAFA Board from initial approval on May 13, 2021

1.1 **Reasons for Adoption.** Our reasons for adopting this BPM include:

- Efficiency of having organized all ongoing Board policies in one place
- Ability to quickly orient educate new Board members and key staff about current policies
- Elimination of redundant, or conflicting, policies over time
- Ease of reviewing current policy while simultaneously considering new issues
- Opportunity to guide the President/Chief Executive Officer ("CEO"), senior staff, and new Board members through clear, proactive policies

1.2 **Consistency.** Each policy in this document is expected to follow the law, the enabling Articles of Incorporation filed in 1961, as amended, and the Bylaws, which have precedence over these Board policies. Except for time limited or procedural only Board decisions (approve minutes, elect an officer, *etc.*), which are recorded in regular Board minutes, all standing policies should be included or referred in this document. Our Board does not expect perfection in implementing these aspirational good practices. We desire to advance the performance of the Board and staff by constant improvement of and adherence to these policies. The CEO develops organizational and administrative policies and procedures consistent with this BPM.

1.3 **Transition.** Whether adopted part by part or as a complete document, as soon as some version of the BPM is voted on as the "one voice" of the Board, those policies are deemed to supersede any past policies that might be in old minutes or any compilation of Board policies over the years, unless a prior Board resolution or contract obligates the Association to a specific matter. If any actual or apparent conflict arises between the BPM and other policies or Board resolutions, the Chair and Vice Chair should resolve the matter, or the entire Board, as may be appropriate.

1.4 **Changes.** These Board policies are reviewed continuously and are frequently revised and refined to reflect new wisdom and experiences of the Board. The CEO helps the Board formulate new language in the BPM by distributing proposed changes in advance. Typically, these changes will show all proposed changes, allowing readers to review documents easily, or, when recommended certain language be deleted, it is shown in ~~strike-through~~ format while proposed new language is underlined or in some electronic format, so readers can easily and accurately determine and critically review changes. Any final change to this BPM must be approved by the Board. Any Board member, and the CEO, may submit proposed changes. Usually proposed changes will be referred to and reviewed by an appropriate committee, if necessary and appropriate before being presented to the Board for action. Whenever changes are adopted, a new document displaying these changes should be dated and quickly provided to the Board and key staff. The previous version should be kept electronically for future reference if needed.

1.5 **Specificity.** Each new policy will be drafted to fit in the appropriate place within the BPM. Conceptually, policies should be drafted from the "outside in," *i.e.*, the broadest policy statement should be stated first, then the next broadest, etc. down to the level of detail that the Board finds appropriate for Board action, and below which management is afforded discretion on how it implements the policies in this BPM.

1.6 **Oversight Responsibility.** Below are the parts, the committees primarily responsible for drafting and reviewing those parts, and the individuals given authority to interpret and decide within the scope of those parts:

<u>Sections</u>	<u>Oversight Committee</u>	<u>Implementation Authority</u>
1. Introduction	Executive Committee	Chair/CEO
2. Organization Essentials	Full Board	CEO
3. Board Structure and Processes	Governance Committee	Chair/CEO
4. Board/Staff Relationship	Executive Committee	Chair/CEO
<u>Executive Parameters</u>		
5. Fundraising	Fundraising Committee	CEO
6. Finance, Audit, and Compliance	Finance, Audit, and Compliance Committee	CEO
7. Miscellaneous	Any Committee	CEO

1.7 **Maintenance of Policies.** The Board Vice Chair should ensure staff members record and publish all standing policies correctly in this BPM. The CEO or the CEO’s designee should maintain the BPM and provide updated copies to the Board whenever the policies change, or upon request. The Board Vice Chair will ask that legal counsel review this BPM every two years to ensure compliance with the law. Discrete documents referred to in the BPM and listed in this BPM for easy tracking, will be provided to Board members in digital format in an online Board website, accessed through individual user names and passwords. (See [Section 9, Miscellaneous Polices and BPM Policy Table](#)).

1.8 **Context of Other Policies.** This BPM fits into this hierarchy of policies within which *authority flows down* and *accountability flows up*.

1. Federal Laws and Applicable Regulations for 501(c)(7) Tax Exempt Social Club
2. Colorado Nonprofit Law
3. Enabling Articles of Incorporation, filed April 19, 1963, as amended
4. Bylaws, as Amended and Restated
5. Board Policy Manual, Addendums, and Exhibits
6. President/CEO-approved Operations Manual
7. Policies Set by Officers Under the President/CEO

PART 2: ORGANIZATION ESSENTIALS

2.1 NAFA’s Vision is to *[Insert here after Board and Officers conduct strategic planning]*.

2.2 NAFA’s Mission: **To protect and advance the art of falconry, which includes:**

- 2.2.1 Improving, aiding, and encouraging competency in the art and practice of falconry among interested persons;
- 2.2.2 Advocating recognition of falconry as a legal field sport and cultural heritage;
- 2.2.3 Establishing traditions which will aid, perpetuate, and advance the welfare of falconry and the raptors it employs;
- 2.2.4 Providing communication among and disseminating information to interested members;
- 2.2.5 Promoting conservation of birds of prey and an appreciation of their value in nature and in wildlife conservation programs; and
- 2.2.6 Promoting scientific study of the raptorial species, their care, welfare, and training.

2.3 NAFA’s **Values that guide** all we do are our love and appreciation of all raptors, the promotion of ethical falconry of the highest quality and our commitment to a national falconry organization that protects, guides, and promotes the sport of falconry.

2.4 NAFA’s **Board holds itself accountable** to its members, its affiliates, and its strategic alliances.

2.5 NAFA’s **primary beneficiaries** of its services, publications, programs, and products are its members.

2.6 **The major general functions**, and the approximate percentage of total effort expected to be devoted to each NAFA Mission element are ...*[Insert here after Strategic Planning in 2.9.4 is completed]*.

2.7 **The primary strategies by which we will fulfill our mission include:**

- 2.7.1 Engaged & Accountable Leadership. Ensure that NAFA has the financial resources, expertise, and accountability to sustain and advance the mission of NAFA.
- 2.7.2 Communications and Marketing. Communicate and disseminate information as one voice to members in an ethical, professional, and respectful manner and encourage member support of the Association’s programs and benefits.

2.7.3 Expansion and Membership Growth. Advocate for long-term sustainability by growing the number of Association members, its affiliates, its strategic alliances, and its financial resources.

2.7.4 Engaged Membership. Foster the development of engaged members to provide current and future leadership and support for the Association, its members, its affiliates, and its strategic alliances.

2.7.5 Promote Scientific Study of Raptors.

2.7.6 Identify and support scientific studies of raptors by providing financial support, soliciting falconry scientist or NAFA members to assist with scientific studies or propose potential studies based on the observations of the members.

2.7.7 Promote Conservation of Birds of Prey.

2.7.8 Raise public awareness to the benefits and value of raptors through educational programs, promoting ethical falconry and establishing falconry traditions.

2.7.9 Recognition of Falconry as a Legal Field Sport.

2.7.10 Work with Federal and State Wildlife/Conservation organizations in developing reasonable and equitable regulations governing falconry. Support and promote the use of data-based decisions on take of wild raptors and the quarry pursued.

2.7.11 Establish traditions that support falconry.

2.7.12 Disseminate information to NAFA members that documents, shares and supports the traditions of falconry. Support advances in technology and equipment uses that improves the quality of care and recovery of raptors used in falconry.

2.7.13 Celebrate NAFA. Celebrate and recognize in a meaningful way members and friends who continue to invest their time, talent, and treasure in bettering the Association.

2.8 **The major S.M.A.R.T. (specific, measurable, achievable, realistic, and time-related)** organizational goals and monitoring indicators for the next 1-5 years are:

2.8.1 – Board and Officers to complete a systemic review of the Bylaws and make recommendations to the Board and membership for approval within one year.

2.8.2 – Board and Officers to develop a Board Policy Manual to assist the Board and its officers in the performance of their duties within one year.

2.8.3 – CEO, Officers, and Staff to complete a systemic review and update of the CEO/Officers/Staff Operations Manual, within one year after 2.8.1 and 2.8.2 above are completed.

2.8.4 – CEO, Officers, and Staff to lead and organize, with support of the Board, a joint facilitated Strategic Planning Session with the Falconry Fund in 2021.

2.8.5 – CEO and Board to establish a committee within three months of this BPM adoption to make recommendations, develop incentives or operational policies to increase Association membership.

2.8.6 – CEO and Board to task existing committees to develop plan to be implemented within five years to expand falconry quarry species.

2.9 **Strategic Plan.** The Board is expected to always think strategically and take its responsibility to meet regularly, create, and maintain NAFA's implementation ready Strategic Plan along with its Officers. The CEO and Executive Committee is expected to develop a staff strategic plan with the Board and Officers based on the policies in this BPM, update it as necessary, link major activities in the plan to the sections of this BPM, and provide copies of the staff strategic plan to the Board for information by end of each calendar year (See [Strategic Plan, Exhibit A.](#))

PART 3: BOARD STRUCTURE AND PROCESSES

3.1 **Governing Style.** The Board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and pro-activity rather than reactivity. Have a strong belief in the mission, goals, and values of NAFA and create a working environment that encourages and fosters the productivity of Officers, Board Members, Committee Chairs and Members, and others in leadership positions. In this spirit, the Board will:

- 3.1.1 Enforce upon itself whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, liable, slander, misrepresentation, harassment, respect of clarified roles, maintaining confidentiality, leaving questions regarding organizational activities and issues to the CEO, speaking to management and the public with one voice, and the self-policing of tendencies to stray from the governance structure and process adopted in these Board policies.
- 3.1.2 Be accountable to its members, stakeholders, and the public for competent, conscientious, and effective execution of the Association's administration, policies, and Bylaws. It will allow no officer, individual, or committee of the Board to usurp this role or hinder this commitment.
- 3.1.3 Monitor and regularly discuss the Board's own process and performance, seeking to ensure the continuity of its governance functions by the selection of capable directors, orientation, training, and self-evaluation.
- 3.1.4 Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.

3.2 **Board Job Description.** The Board's job is to lead the Association toward desired performance goals and help ensure it achieves them. The Board's specific contributions are unique to its Board member role, and necessary for proper governance and management. To perform its job, the Board will endeavor to:

- 3.2.1 Determine the mission, values, strategies, and major goals/outcomes, and hold the CEO accountable for developing a staff strategic plan based on these policies.
- 3.2.2 Determine the parameters within which the CEO is expected to achieve the goals/outcomes.
- 3.2.3 Be responsible to the Regular Membership for the effective and efficient operation of the Association. Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.
- 3.2.4 Maintain and continuously improve all ongoing policies of the Board in this BPM.
- 3.2.5 Select, reimburse, compensate (where economically feasible) nurture, support, evaluate annually and, if necessary, terminate a CEO, who functions as the Board's sole agent.
- 3.2.6 Ensure financial solvency and integrity through policies and behavior (including help as volunteers in fundraising and events).
- 3.2.7 Require periodic financial, legal, and other external audits to ensure compliance with the law and

good practices.

- 3.2.8 Evaluate and constantly improve the Board's performance as the governing Board and set expectations for Board members' involvement as volunteers and fundraisers.
 - 3.2.9 Approve no unbudgeted expenditure or commitment of \$3,000.00 or more, without the recommendation of the Finance Committee.
 - 3.2.10 Each Board Member must timely and appropriately provide the CEO or the CEO's designee their bio and photograph for the Association's website so all the Association's members may discern the identity, qualifications, and history of each Board Member.
- 3.3 **Board Member Criteria.** Besides identifying, recruiting, and nominating members for the Board, the Board Governance Committee will be guided by the [Board Profile and Matrix attached, Addendum 1](#).
- 3.4 **Board Member Orientation.** Before election, each nominee will be given access to this BPM, and links to an overview of the Association's programs, plans, and finances. Soon after election, each new Board member will be given comprehensive orientation and training material and in person and/or video conference training, overseen by the Governance Committee and implemented by the CEO. Existing Board members are *strongly urged* to attend this orientation and training to support the newly elected incoming Board members and be mentors to the newer directors.
- 3.5 **Board Chair's Role.** The job of the Chair is, primarily, to maintain the integrity of the Board's process. The Chair "manages the Board." The Chair is the only Board member authorized to speak for the Board outside of normal Board meetings, except for certain and specific Board-authorized instances. The Chair ensures that the Board's behavior follows its own rules, and those legitimately imposed upon it from outside the Association. The content of meeting discussions will focus on those issues that, according to Board policy, clearly belong to the Board to decide. The Chair's authority consists only of deciding on behalf of the Board that fall within, and follow, any reasonable interpretation of Board policies in Parts 3 and 4 of this BPM. The Chair has no authority to decide beyond policies created by the Board. Therefore, the Chair also has no authority to supervise or direct the CEO's work, but is instead expected to maintain close communication, offer advice, and encourage the CEO and staff on behalf of the Board.
- 3.6 **Board Meetings.** Board events should include time for guest presenters, interaction with staff and beneficiaries, Board training, committee meetings, social activities, and plenary business sessions. Policies intended to improve the process for planning and running meetings include:
- 3.6.1 The schedule for Board and Executive Committee meetings will, ideally, be set at least one year in advance.
 - 3.6.2 The Executive Committee is responsible for developing agendas, which, along with background materials for the Board and committees, monitoring reports, the CEO's recommendations for changes in the BPM, and previous minutes, all of which should be emailed or posted electronically on the Board's website with notice to all Board members approximately 10 days prior to Board meetings by the CEO or the CEO's designee.
 - 3.6.2.1 The Executive Committee will encourage all Association members to use the [Member Request for NAFA Board Agenda Item, Exhibit C](#), wherever possible.
 - 3.6.3 Approved Minutes and the updated BPM should be sent to Board members within 10 days of Board meetings (and be placed in a secure location on the Association's website and appropriate links provided).
 - 3.6.4 Board meetings will be held no less than five times each calendar year and scheduled a year in

advance to accommodate schedules. Typically, regular Board meetings will normally be held in the months of January, March, May, July, September, and November, preceded by a reminder notice no less than 10 days before the meeting date. The July meeting normally will include a review of the planning and budgeting for the upcoming year. The November meeting normally will include a CEO Assessment, and every two years the Board will self-assess for the past two years. Special meetings of the Board can be called according to the Bylaws.

- 3.6.5 Board executive sessions (with or without the CEO) should take place to address matters such as, investigating alleged improper conduct by a Board member or Association member, discussing financial issues with the auditor, planning for major endeavors, handling of any matters where personal or organizational confidentiality is requested or prudent, handling of personnel issues such as reimbursement, compensation, performance evaluation, and disciplinary issues. Wherever possible and appropriate, should the CEO *not* be invited to attend, the CEO should be advised as soon as possible by the Board Chair or the Chair's designee after such executive session and briefed.

3.7 **Standing Committees.** Committees help the Board be effective and efficient. They speak "to the Board" and not "for the Board." Unless authorized by the whole Board, a committee may not exercise authority reserved to the whole Board by the Bylaws, or by the laws of Colorado governing nonprofit, tax exempt Associations. Committees are not created for advising or exercising authority over officers or staff. Once the CEO creates, combines, or terminates committees upon approval by the Board, the Board Chair, in consultation with the Executive Committee, the Chair and CEO will recommend committee chairs and members, that may receive approval from the Board. The Board Chair, Vice Chair, CEO and the Vice President are *ex officio* members of all committees except the Audit and Compliance Committee. The CEO may assign one or more Directors to serve on a committee. The CEO or Board Chair ensures committees file reports promptly and shall forward such reports promptly to the Board.

- 3.7.1 **Executive Committee.** This committee comprises the CEO, Vice President, Chair, Vice Chair, and has broad powers. Except for the actions enumerated below, it has authority to act for the Board regarding all matters.

The Executive Committee is *not* authorized to make decisions with respect to:

- 3.7.1.1 Dissolving the Association;
 - 3.7.1.2 Hiring or firing the CEO;
 - 3.7.1.3 Entering into major contracts or suing another entity or person;
 - 3.7.1.4 Making significant changes to a Board-approved budget;
 - 3.7.1.5 Adopting or eliminating major programs;
 - 3.7.1.6 Buying or selling property;
 - 3.7.1.7 Amending the Bylaws, or
 - 3.7.1.8 Changing any policies the Board determines must be changed only by the Board.
- 3.7.2 **Governance Committee.** This committee is chaired by the Vice President to allow an opportunity to learn about how the Board functions and to prepare to lead the Association. This committee recommends policies to the Board pertaining to governance issues and processes, including: the identification, recruitment, nomination, orientation, and training of new Board members, the evaluation and improvement of the contributions of individual Board members and officers, and

- the recommendation of Bylaw and BPM changes. Besides identifying, cultivating, and recruiting qualified candidates, this committee provides job descriptions for Board members; clarifying future expectations; ensuring that new Board members are familiar with the organization and general Board practices; keeping veteran and new members equally informed, motivated, and active; reviewing Bylaws and BPM; administering self-assessment; and planning for leadership succession.
- 3.7.2.1. The Governance Committee is instrumental in organizing the annual new and existing Board orientation and training, helping to plan annual retreats and strategic planning, and arranging other training possibilities for Board members. The committee will ensure that every two years the Board engages in a Board self-assessment process, and help the Board build tangible Board development plans based on what is learned.
- 3.7.2.2. The Governance Committee will also develop a roster of potential Board members based on the [Board Profile Matrix attached as Addendum 1](#), and recommend Board members for consideration for election by NAFA's regular membership, and recommend officers. This committee should encourage its CEO, Executive Committee, and the entire Board to utilize online organizational membership resources to save time, money, and provide education regarding best practice governance.
- 3.7.2.3. The Governance Committee is expected to prepare a meeting evaluation survey for completion by each Board member who attends the Board meetings each year, and where applicable, after the Annual Meeting of the Membership. The completed surveys will be reviewed, analyzed, and summarized by the Governance Committee, which will then report the results of the meeting evaluation to the Board members within two weeks after that meeting.
- 3.7.3. **Finance, Audit, and Compliance Committee.** This committee develops and recommends to the Board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial wellbeing. Consistent with this responsibility, it reviews the annual budget, and submits it to the Board for its approval. In addition, the committee makes policy recommendations regarding levels and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, signatory authority for expenditures, and other policies to include in this BPM that the committee determines will aid in effective financial management. This committee also oversees the Association's internal accounting controls; recommends external auditors for Board approval; reviews the external auditors' annual audit plan; and reviews the annual report, management letter, and the results of the external audit. The committee, or its delegate, should have an annual private conversation with the auditor, and, as appropriate, legal counsel, all of whom may be contacted by the committee chair directly. In addition, the committee provides oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities. The committee oversees written conflict of interest policies and procedures of directors, officers, and staff.
- 3.7.4. **Other Committees.** Other Committees and teams and their areas of responsibility as determined by CEO and Chair are found below.

3.8 Advisory Groups, Councils, Working Groups, and Task Forces. To increase its knowledge base and depth of expertise, the Board supports the utilization of groups, councils, task forces, and Board member *emeriti* (former Board members) of qualified advisers. The term “task forces” includes advisory groups and councils and refers to any group appointed by the CEO and Chair to assist them in carrying out various time-limited goals and responsibilities. Although either the Chair or the CEO may form a task force, the Chair and CEO should notify the Board of the formation, purpose, and membership within 10 days of its formation. The CEO and/or Chair may assign a Director, Officer, or NAFA member to serve advisory groups, councils, or task forces.

The Board established these committees, advisory groups, councils, teams, working groups, and/or task forces currently active:

- 3.8.1. **Abatement Committee.** Inform the NAFA Board of important developments within the abatement industry, recommend to, and assist the Board in developing falconry related policy and position statements that may overlap with or affect bird abatement activities.
- 3.8.2. **Conservation Committee.** Provide research and information on conservation issues regarding falconry, birds of prey and prey base. Be the avenue for NAFA's continued involvement in the Association of Fish and Wildlife Agencies and other organizations by attending national meetings as necessary and attending national meetings (as appropriate) of other organizations involved in conservation about raptors and other species which may affect falconry. Provide conservation related information regarding wild take of raptors for falconry. Work with the TAC committee by providing information about impact of Federal regulations, treaties to insure continued wild take of birds of prey for falconry.
- 3.8.3. **Eagle Committee.** Review regulations, CITES, various treaties, and the Bald and Golden Eagle Protection Act and make recommendations for regulatory modifications of the above that will ensure continued wild take of eagles for falconry. Coordination with the Technical Advisory Committee keeping them informed of changes effecting the use of eagles in falconry. Research potential conflicts in regulations between the states and federal regulations and coordinate with various state and federal agencies to reduce those conflicts.
- 3.8.4. **Editorial Advisory Committee.** Advise, edit, and monitor content of NAFA publications to ensure that all content is under editorial policies established by the NAFA Board, and in keeping with our Bylaws, in the spirit of improving, aiding, and encouraging competency in the art and practice of falconry, and camaraderie among practitioners.
- 3.8.5. **Fundraising Committee.** This committee studies and recommends policies relating to communications and public relations, and policies relating to raising financial and other resources for the Association and works to ensure the Board remains informed and engaged in fundraising and events under [Addendum 3, Fundraising Committee's Roles and Responsibilities](#).
- 3.8.6. **Legal Team.** Provide general legal counsel; legal insight, and advice regarding the Associations' Articles of Incorporation, Bylaws, Board Policy Manual, Operations Manual, Federal law and regulations, Colorado nonprofit law; provide general legal counsel, legal insight, advice, and support to the CEO, Executive Committee, the Board, Staff, Committees, and represent the Association as directed by the President/CEO and the Executive Committee and/or the Board. Carry out other duties or functions as requested by the CEO, Executive Committee, and/or Board.

3.8.7. **Technical Advisory Committee.** Review and access information regarding state and federal regulations; develop falconry guidance documents to assist members, state agencies and falconry clubs; access potential impact on falconry from proposed regulations; technically inform state agencies, clubs and NAFA members upon request; coordinate response to Federal Register notices with NAFA President and provide technical advice regarding proposed changes relative to falconry regulations, including but not limited to changes in international treaties. Keep the Executive Committee and the Board apprised of changes/recommendation or actions that may need to be taken.

3.8.8. **Ethics Committee.** Develop recommendations related to standard of conduct and activities that will help to ensure a high level of ethics in North American falconry. Provide input on any matter of ethics that may come before the Board where a perspective outside of the Board's might prove valuable. Review the NAFA Code of Ethics annually for possible updating and recommendations to the Board, if appropriate.

3.9 **Board Members' Code of Conduct.** The Board expects ethical and businesslike conduct of itself and its members. Board members must represent unconflicted loyalty to the interests of the entire Association, superseding any conflicting loyalty such as those to family members, a business, advocacy, or interest groups, and membership on other Boards or staffs. Board members must avoid any conflict of interest regarding their fiduciary responsibility. There must be no self-dealing or any conduct of private business or personal services between any Board member and the Association except as procedurally controlled where openness is assured, there exists competitive opportunity, and there exists equal access to "inside" information.

3.9.1. Board members will make no judgments of the CEO or staff performance except as assessed against explicit Board policies and agreed upon performance objectives.

3.9.2. Each Board member is expected to complete and sign an [Affirmation and Conflict of Interest Statement, Addendum 2](#), which covers Board conflicts of interest under Colorado law governing nonprofit organizations, and other expectations of Board members.

3.9.3. To ensure Association's members know its leaders, each Board member is required to provide to the President or his designee a current photo and biography for posting to NAFA's website and timely provide Director reports for NAFA's publications.

3.10 **Board Finances.** Board members are generally perceived by others to be the most committed and passionate in support of an organization's mission. NAFA's Board is no different. Every Board member is expected to be a donor of record each fiscal year and to generously give in a personally meaningful way to NAFA as their circumstances may permit. While any Board member may submit for reimbursement any approved expenses incurred to attend Board or committee meetings; Board members may also donate those reimbursement requests as part of being a donor of record.

PART 4: BOARD – CEO/STAFF RELATIONSHIP

4.1 **Delegation to the President/Chief Executive** (the "CEO"). The Board's job is generally confined to establishing high level policies; implementation, and subsidiary policy development is delegated to the CEO.

4.1.1. All Board authority delegated to staff is delegated through the CEO so all authority and accountability of officers and staff is the authority and accountability of the CEO.

- 4.1.2. Organizational Essentials policies (Part 2) direct the CEO to achieve certain results. Executive Parameters (Part 5) define the acceptable boundaries of prudence and ethics within which the CEO is expected to operate. The CEO may establish further policies, make all decisions, take all actions, and develop all activities if they follow laws and regulations and any reasonable interpretation of the Board's policies in this BPM.
- 4.1.3. The Board may change its policies during any meeting, shifting the boundaries between Board and CEO domains. The Board may change the latitude of choice given to the CEO, but if any delegation is in place, the Board and its members will respect and support CEO choices. This does not prevent the Board from obtaining information in the delegated areas.
- 4.1.4. Unless a person or committee has been authorized by the Board or its Executive Committee to incur some amount of officer or staff time and/or expense for the study of an issue, or implementation of a project, no Board member, officer, or committee has authority over the CEO or the CEO's officers and staff. Only officers or committee chairs may request information, but if such request, in the CEO's judgment, requires a material amount of staff or officers' time or funds or is disruptive, it may be refused until the Chair or the Board Executive Committee determines that the work is critical for Board operations and should be completed.

4.2 **CEO Job Description.** As the Board's single official link to the operating Association, CEO performance will be synonymous with organizational performance. Besides the Bylaws, the CEO's performance expectations and supporting Board directives, and this BPM, the CEO's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.8, and (b) Association operations within the boundaries of prudence and ethics established in Board policies on Executive Parameters in Part 5.

- 4.2.1 **CEO Communications and Counsel to the Board.** Regarding providing information and counsel to the Board, the CEO is expected to keep the Board informed about matters essential to carrying out its policy duties. The CEO is expected to:
 - 4.2.1.1 Inform the Board of trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has been established, always presenting information in as clear and concise formats as possible.
 - 4.2.1.2 Relate to the Board as a whole, unless fulfilling reasonable individual requests for information, or responding to officers or committees duly charged by the Board.
 - 4.2.1.3 Report immediately any actual or anticipated material noncompliance with a policy of the Board, along with suggested modifications to this BPM for the future.

4.3 **Monitoring.** The purpose of monitoring is to determine how much the Association's mission, vision, objectives, goals, and projects are being accomplished and Board policies are being fulfilled. All other information is not monitoring. Monitoring will be automatic, using less Board time so meetings can affect the future rather than to review the past. A policy may be monitored in one or more of three ways:

- 4.3.1 **Direct Board Inspection.** Discovery of compliance information by a Board member, a committee, or the Board. This includes Board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.

- 4.3.2 **External Report.** Discovery of compliance information by a disinterested, external person or firm selected by and reports directly to the Board. Such reports must assess executive performance only against legal requirements or policies of the Board, with suggestions from the external party on how the Association can improve itself, including changes to this BPM.
- 4.3.3 **CEO Reports.** The CEO is expected to help the Board determine what tracking data are suitable for measuring progress/outcomes to achieve the Association’s mission, goals, objectives, and projects in compliance with Board policies. The Board requests these regular monitoring reports, besides any specific reports requested in other sections of the BPM, and the Board’s agendas shall reflect these priorities:
 - 4.3.3.1 **Monthly.** Informal email or other CEO reports on achievements, problems, Board notices, *etc.*
 - 4.3.3.2 **Quarterly.** (A) One or two-page “dashboard” report showing agreed upon key indicators that track designated financial and program outcomes over a three-year period in graphic form, and (B) Other summary reports as the Board may define in this BPM.
 - 4.3.3.3 **Semi-Annually.** (A) Expense and revenue against budget report with comparison to previous year; (B) Balance sheet; (C) Cash flow projections; (D) year to date donor key performance indicators.
 - 4.3.3.4 **Annual.** Within 45 days of the end of the fiscal year, regarding that year: (A) End of year expense and revenue against budget, (B) Balance sheet, (C) Staff organization chart (or whenever major changes are made), and (D) Other reports that the Board may define in this BPM, or as required by the Executive Committee.

4.4 **CEO Annual Performance Review.** A performance evaluation task force, comprising the Board Chair, Vice Chair, and Chair of the Governance Committee, is expected to lead and oversee a formal evaluation of the CEO annually, focused on progress/outcomes to achieve the mission, goals, objectives, and projects in compliance with Board policies the Board and CEO have agreed upon in advance, and the CEO’s own written self-evaluation with participation and comments from all Board members, *after the entire Board has reviewed the CEO self-evaluation.* The CEO will provide the Annual Performance Review task force information including five prior years of compensation (if any) and reimbursement history, along with current similar data for comparable Associations, along with the CEO’s forward recommendations. This Annual CEO Performance Evaluation task force shall endeavor to meet with the CEO no less than twice per year in person ideally, and if not, via telephone and/or video call regarding the CEO performance midyear, and annually. This task force with its CEO should collaborate on the CEO professional development’s needs and goals and make specific recommendations to the Board.

During this process, the CEO and the Board will agree on any specific, personal performance goals for the year ahead. These goals should be documented in a memorandum to the CEO from the Chair and will become a basis for assessing the CEO’s performance at the end of the next year in the CEO Assessment process. At least every three years, the task force should invite other input in a carefully planned CEO “360” review, including feedback from Officers, staff, peers in the Association’s sector, and individuals outside the Association who have interacted with the CEO.

- 4.5 **Staff Compensation.** The CEO is expected to hire, train, motivate, reimburse, compensate (where appropriate and feasible), and terminate officers and staff professionally. Under the mean for reimbursement and/or compensation of Associations of comparable size, budget, grants, and location according to well-respected and relevant survey data. The CEO is expected to (A) develop and maintain an officer and staff handbook (Operations Manual) reviewed periodically by competent legal counsel, and (B) provide copies and any updates to the Board by 30 days after each fiscal year on the Board's website.
- 4.6 **Staff Treatment.** Regarding treatment of paid and volunteer officers and staff, the CEO should build a climate of trust, and determine policies based on competent legal counsel.
- 4.7 **CEO Transitions.** At any time, the Chair may appoint a succession/transition task force to explore options and propose strategies and Board policies related to succession and transition of the CEO, and to facilitate any special needs of the outgoing and incoming CEOs. The incumbent CEO should try to give the Board no less than a three month notice of intent to leave that office. Any need for an acting or interim CEO will be considered and determined by the Board, and the Board typically designates the Vice President to serve in an acting CEO role whenever there is an immediate need.

The Board Chair is authorized in consultation with the Executive Committee, as soon as a vacancy or scheduled departure of the CEO is known, to appoint an *ad hoc* search committee and committee chair. The search committee may include up to three people not on the Board. The committee is expected, within 30 days of its appointment, to recommend a position announcement for Board approval. The search committee should present one or two qualified candidates to the full Board for selection. A special task force appointed by the Chair will, at the time of selection, negotiate the new CEO's reimbursement, compensation, and service agreement, and give both the incumbent and successor CEO any special performance priorities from the Board. After the incumbent CEO leaves the Association, the outgoing CEO may be given a paid consulting role where finances permit, but only with approving the new CEO in consultation with the Executive Committee.

- 4.8 **Accessing Board Documents.** The CEO is expected to develop and maintain an online system that makes all material and important Board documents accessible at any time by any Board member. A secure online Board website will be maintained with all documents to which Board members might wish to refer during Board and committee meetings (*e.g.*, Articles of Incorporation, Bylaws, Association Director, Officer, Staff chart and contact information, minutes, committee chairs and roster, list of key volunteers and consultants, Board documents referenced in this BPM, *etc.*). The CEO is expected to notify Board members whenever material new information is posted to the Board's website. The CEO is encouraged to use YourMembership.com or other cost effective third-party online providers for these purposes.

PART 5: EXECUTIVE PARAMETERS

The purpose of Part 5 (with its several sections) is to detail those Executive Parameters that will guide the CEO and the staff as they work to accomplish the Association's mission. These parameters should free the CEO and staff to make timely decisions without undue Board directives or interference. For convenience, the major sections numbered below according to the primary functions of the Association and our committee structure, understanding the Board may add, merge, or delete such sections.

Overall, the Board expects that the CEO will do nothing that is illegal, unethical, or imprudent. Beyond that, the Board details its Executive Parameters in these sections.

Finance Parameters

5.1 **Financial Controls.** The CEO must exercise care in the accounting for and protecting of the financial assets of the Association. To the end, the CEO is expected to follow generally accepted principles of accounting and internal controls in the financial systems present within the Association. In addition, the CEO may not:

- 5.1.1 Receive, process, or disburse funds under insufficient controls to meet the Board-appointed auditor's standards.
- 5.1.2 Approve an unbudgeted expenditure or commitment of greater than \$3,00.00 without approval of the full Board.
- 5.1.3 Approve an unbudgeted expenditure or commitment of \$3,000.00 without approval of the Finance committee.

5.2 **Asset Protection.** The CEO may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. The CEO may not:

- 5.2.1 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff, or the Association itself beyond the minimally acceptable prudent level.
- 5.2.2 Allow non-bonded personnel access to material amounts of funds.
- 5.2.3 Subject equipment to improper wear and tear or insufficient maintenance.
- 5.2.4 Unnecessarily expose the Association, its Board, its officers, or staff to claims of liability.
- 5.2.5 Make any major purchase of over \$3,000.00 without sealed bids or other demonstrably prudent acquisition of quality goods, or any purchase of over \$3,000.00 without written record of competitive prices, or any purchase where normally prudent protection has not been given against conflict of interest.
- 5.2.6 Acquire, encumber, or dispose of real property without Board approval.

5.3 **Investment Principles.** The CEO may not invest or hold operating capital in insecure instruments, including uninsured checking accounts, and bonds of less than AA rating, or in non-interest bearing accounts unless necessary to facilitate ease in operational transactions.

Section 6. PROGRAM PARAMETERS

6.1 **The CEO is expected** to establish, maintain, and eliminate programs and services to best achieve the Association's mission, objectives, goals, and projects in the most effective and efficient manner.

6.2 **New programs should** be projected to serve at least 20% of the membership.

6.3 **New programs with** an expected budget exceeding \$1,000.00 must be approved by the Board. Those programs now approved include:

- 6.3.1 Annual NAFA Meet with a projected budget of \$25,000.
- 6.3.2 Annual Regional Meet with a projected budget of \$5,000.00.

6.4 **Programs with costs of more than \$25,000.00** annually should be assessed for effectiveness by an independent evaluator at least every 2 years, with a written report provided to the Board.

6.5 **Any program executed in association** with another organization should be approved by the Board.

Section 7. ADVANCEMENT PARAMETERS

- 7.1 **Public Relations.** The efforts to represent the Association to the public (media, public relations, fundraising, new member recruitment, *etc.*) are expected to be integrated sufficiently so the Association's brand/position in the external world is positive and effective, and operate under [Addendum 3, Fundraising Committee's Roles and Responsibilities](#).
- 7.2 **Fund Raising Strategy** (See [Addendum 3, Fundraising Committee's Roles and Responsibilities](#)). The CEO is expected to develop and maintain fundraising plan that promotes NAFA programs, encourages member support that, at a minimum, includes, major donor initiatives, planned giving, and web-based giving. Such plan should be provided to Board members for review each year with results for each initiative. Total direct and indirect expenses for fundraising are not expected to exceed 2 % of the total budget.
- 7.3 **Donor Bill of Rights** (See [Exhibit B, Association Donor Bill of Rights](#)). The CEO is expected to develop and provide for Board review the latest version of a Donor Bill of Rights which should include these restrictions: the CEO may not allow the names of donors to be revealed outside the Association unless authorized; represent to a donor that an action will be taken that violates Board policies; fail to honor an enforceable restriction from a donor; or fail to confirm receipt of a donor's contribution and send him/her an annual summary of donations. The CEO is expected also to ensure that we attempt to honor donors' requests and statements of desire if applicable circumstances allow, provided those donors are adequately informed that their requests and statements of desire rarely constitute binding obligations on the Association, and that the Association retains ultimate discretion and control over their non-designated donations in [Association Donor Bill of Rights, Exhibit B](#).
- 7.4 **Training.** The CEO, in consultation with the Fundraising Committee and CEO, should provide for periodic Board and staff training in new fundraising techniques and budget for such expenses.
- 7.5 **Public Affairs.** The CEO is expected to exercise care in representing the Association is a mission centered Association, and develop policies and procedures for communicating with primary stakeholders and the public at large so it reinforces that image.
- 7.6 **Communications Plan.** The CEO is expected to develop and maintain a communications plan, shared with the Board that describes how the Association will communicate with its various stakeholders. The plan should identify the stakeholder segments, and how the Association will both speak and listen to each segment. The CEO must ensure all relevant and current information is displayed on the Association's website.
- 7.7 **Communications Restrictions.** To preserve our image in the community, the CEO and the CEO's designee(s) are the only spokespersons authorized to speak for the Association, and the Chair the only spokesperson for the Board, unless otherwise directed in writing by the Board or the CEO. None of the spokespersons may represent the Association inconsistent with the policies in Part 2 of this BPM; make statements that may be perceived as supporting a political party or platform; author an article, book, or publication that includes confidential or sensitive information about the Association; or engage in lobbying activities at any governmental level without prior permission from the Board.
- 7.8 **Election Ballots and Biographies.** To insure fair and equitable elections, the CEO shall direct the Corresponding Secretary all biographies shall be limited to 300 words or less on ballots; that one ballot is supplied to appropriate members with all candidates' names on it; and under the Bylaws a violations statement will be included with each biography and that the nominee acceptance is contingent upon the Corresponding Secretary receiving the biography by the publicized due date with the word count restrictions and violations statement included.

Section 8. AUDIT AND COMPLIANCE

The CEO is expected to ensure that the integrity of the Association’s systems and procedures comply with all pertinent legal, regulatory, and professional requirements, and to report to the Board any material variations or violations.

8.1 **Annual External Review.** An independent auditor will be hired and supervised by the Finance Committee to conduct a formal review of the Association’s Financial Statements, after a careful selection and annual evaluation. The CEO and Treasurer will work with the auditor to gain a clean opinion of the annual financial statements and respond to items in the auditor’s management letter about opportunities to improve systems and procedures related to financial controls.

8.2 **Internal Compliance.** The CEO is expected to meet all requirements for complying with federal, state, local laws, and regulations. The CEO should maintain a list of compliance actions and reports required of nonprofit organizations, or recommended by the IRS as reflected in questions in the Form 990 report, and periodically submit the list for inspection by the Finance Committee. The CEO is encouraged to review with legal counsel every 3 years to compare our policies, procedures, and contracts with laws and regulations to ensure the Association remains in essential compliance. Reports of such reviews must be provided to the Audit and Compliance Committee who will report to the Board on the overall status of the Association regarding compliance matters.

8.3 **Fiscal Year.** The NAFA fiscal year shall begin July 1 annually and end June 30 of the following year.

8.4 **Document Storage.** The Archives of Falconry at the World Center for Birds of Prey operated by the Peregrine Fund, Inc. in Boise, Idaho is the official location where NAFA shall store and maintain certain documents, records, and associated materials.

Section 9. MISCELLANEOUS POLICIES/BOARD POLICY TABLE

Board policies below which do not fit naturally in sections above.

9.1 BPM Table of Addendums:

Addendum #	BPM Ref.	Policy #	Title	Status
1	3.3		Board Profile and Recruitment Matrix [NAFA Membership Secretary suggests conducting a survey to complete with latest Membership Data]	Approved with Initial BPM
2	3.9		Conflict of Interest/Annual Affirmation	Initially Approved 8/16/08, and Updated with Affirmation of Commitment and Approved with Initial BPM

3	7		Fundraising Committee Roles and Responsibilities	Initially Approved 7/19/17, and Updated and Approved with Initial BPM
4		66-01	Editorial Policy	Revised 11-01-14
5		20-001	NAFA Awards Submissions Process	Approved 07-16-20
6		68-01	Field Meet Policy	Revised 11-20-12
7		84-01	Publicity Policy NAFA	Revised 05-20-10
8		00-05	Travel Reimbursement Policy	Revised 09-01-17
9	3.6	08-01	Telephonic, Video, And Other Electronic Forms of Meetings of The NAFA Board and Membership	Revised 11-23-10 and Updates Approved with Initial BPM
10		09-03	Small Grants Policy	Revised 10-21-10
11		09-04	Ethics Policy	Revised 09-01-18
12		10-01	Special Membership Meetings	Revised 11-22-11
13		11-01	Recognition of Deceased Past NAFA Presidents	Revised 05-23-13
14		11-02	Use of NAFA Displays Policy	Approved 11-22-11
15		18-01	NAFA Sponsorship Policy	Approved 07-19-18

9.2 BPM Exhibits (CEO/Board/Organization documents referenced in this BPM):

#	BPM Ref.	Title	Status
A	2.9	Strategic Plan	Pending after approval of Initial BPM
B	7.2	Donor Bill of Rights	Attached and Approved with Initial BPM
C		Member Request for NAFA Board Agenda Item	Latest Approved March 22, 2012, and Updates Approved with Initial BPM

Questions about this Board Policy Manual should be directed to the CEO and Vice Chair, who update the BPM immediately following each Board meeting and distributes notice of its updating to all who should be aware.

ADDENDUM 1: BOARD PROFILE RECRUITMENT MATRIX

Areas of Expertise/Leadership Qualities	Number of Current Regular Members	Number of Prospective Regular Members
Administration/Management		
Early-Stage Organizations/Start-Ups		
Financial Oversight		
Fundraising		
Government		
Investment Management		
Law		
Leadership Skills/Motivator		
Marketing/Public Relations		
Human Resources		
Strategic Planning		
Physical Plant (Architect/Engineer)		
Real Estate		
Understanding of Community Needs		
Technology		
Other		
Total	1,310	

Resources	Number of Current Regular Members	Number of Prospective Regular Members
Money to Give		
Access to Money		
Access to Other Resources (Foundations/Corporate Support)		
Availability for Active Participation (Solicitation Visits/Grant Writing)		

Community Connections	Number of Current Regular Members	Number of Prospective Regular Members
Religious Organizations		
Corporate		
Education		
Media		
Political		
Philanthropy		
Small Business		
Social Services		
Other		

Personal Style	Number of Current Regular Members	Number of Prospective Regular Members
Consensus Builder		
Good Communicator		
Strategist		
Team Member		
Visionary		

Age	Number of Current Regular Members	Number of Prospective Regular Members
Under 19	20	
20 – 29	85	
30 – 39	202	
40 – 49	169	
50 – 59	278	
60 - 69	368	
70 - 79	175	
80 - 89	32	
90 plus	2	

Gender	Number of Current Regular Members	Number of Prospective Regular Members
Male	1,261	
Female	328	

Race/Ethnicity	Number of Current Regular Members	Number of Prospective Regular Members
African American/Black		
Asian/Pacific Islander		
Caucasian/White		
Hispanic/Latino		
Native American/Indian		
Other		

ADDENDUM 2: ANNUAL CONFLICT OF INTEREST AND AFFIRMATION STATEMENT

NORTH AMERICAN FALCONERS' ASSOCIATION

[This Conflict of Interest and Affirmation of Commitment Statement must be signed by every Board Member once a year, within 90 days after elections of new Board members]

ANNUAL CONFLICT OF INTEREST AND AFFIRMATION OF COMMITMENT STATEMENT

To ensure the proper, efficient, and disinterested management of the North American Falconers Association (the "Association"), no officer, director or key staff member of the Association shall have any outside commitments, personal or otherwise, preventing them from acting in the best interests of the Association. For this statement of policy, the term "key member" shall be mean an officer, director, or staff member of the Association who exercises policy making functions, whether or not such key member is an elected director or officer of the Association.

Nothing in this statement of policy shall be deemed to preclude any person from being a director, officer, or key member of another or similar Association entity. Also, for this statement of policy, the reference to acting in the best interests of the Association shall be understood to include: to not receive any money or thing of value, either directly or indirectly, in association with any financial transaction involving the Association; to not receive, due to your affiliation with the Association, any money or thing or value, either directly or indirectly, from another party who has or is likely to have any business or financial relationship with the Association; and to not participate or engage directly in any business activity which will or could conflict with the interests of the Association.

I, the undersigned director/officer/key member of the North American Falconry Association, subscribe to the above statement of policy and declare that I have no outside commitments, personal or otherwise, that would prevent me from acting in the best interest of the Association. If a situation or issue should arise in which my participation would create an actual or apparent conflict of interest, I will give the Association's Board immediate written notice and will not participate in any action or vote regarding such matter.

MY COMMITMENT (Check the Box: Yes or No).

<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm support for Board and staff leadership and continue to believe in our mission and programs and will invest my time, talent and treasure to the best interests of the organization.
<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm I will continue to be an active Board member, participate with a positive attitude, maintain confidentiality about Board deliberations, and publicly support whatever decisions the Board makes after discussion where all points of view are welcomed and heard.
<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm I am highly committed to preparing for and attending the scheduled meetings of the Board and committees, unless I notify the Chair before a major conflict. I also understand my cost of long distance, internet, transportation, hotel, and scheduled meals will be my responsibility, unless otherwise determined by the Board and its CEO or unless there is established Board policy permitting otherwise.
<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm for my term on the Board I will arrange my giving priorities so that I can be a generous donor as my financial situation permits, recognizing that major donors, foundations, and other donors have the expectation that the Board will be part of the "most highly committed" group

		of donors. I affirm that, as I am able, I will seek to influence generous giving from others I know.
<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm that I have read and agree to abide by NAFA’s Articles of Incorporation, Bylaws, Conflict of Interest Statement, and Board Policy Manual (collectively, the “Governance Documents”).
<input type="checkbox"/> Yes	<input type="checkbox"/> No	I affirm that if I am unable or unwilling to continue to serve, attend meetings, and execute my responsibilities as a Board member, I will resign my position, so the Board and staff may have the benefit of the full support and committed time, talents, and treasure of an active Board member.

My electronic or handwritten signature below signifies I have read and affirm my agreement with these expectations and my intention to comply and agree my telefax or electronic signature may be accepted for all purposes under the Association’s governance documents as an original, wet ink signature.

Signature

Dated

ADDENDUM 3: FUNDRAISING COMMITTEE

A. Purpose

The Fundraising Committee is established by the Executive Committee and assumes primary responsibility for generating contributions to fund general operating and capital expenditures as defined by annual budgets and projected by the Finance Committee. The Board, in consultation with the Fundraising Committee, Finance Committee, CEO, and fundraising staff will determine the fundraising goals and objectives for the Fundraising Committee. The Fundraising Committee in partnership with the CEO, fundraising staff, and Board shall:

1. Provide leadership for all fundraising activities.
2. Review, update, and monitor the fundraising plan.
3. Identify research, cultivate, solicit, and steward donors.

B. Composition

1. The Executive Committee with its CEO shall appoint the Fundraising Committee.
2. The Fundraising Committee shall comprise of at least three Board Members, one of which must liaison with and be a sitting Trustee of The Falconry Fund, a 501c3 tax exempt entity, and at least three non-Board members.
3. The Executive Committee shall appoint one member of the Board as Chair of the Fundraising Committee. This Chair should have the contacts, knowledge, enthusiasm, and skills to lead the Board's fundraising effort, and the ability to involve other Board members.
4. The Board Chair and CEO are *ex officio* non-voting members of the Fundraising Committee.
5. The Fundraising Committee should include members with experience in volunteer fundraising and connect to the community to increase the Committee's potential for success. This list highlights specific skills to seek in Committee members:
 - a. Individuals with engaging personalities, who are articulate, and who are not afraid to seek prospects.
 - b. Individuals who are comfortable discussing philanthropy with others.
 - c. Individuals with access to individual, corporate, or other resources.
 - d. Individuals who radiate confidence and trust as the representatives of the Association in effecting its Mission.

1. Meetings

1. The Committee shall meet as directed by its Chair, or as directed by the CEO, Board Chair, Executive Committee, or Board.
2. The Committee may ask members of management or others to attend the meetings to provide information, including a record of fundraising results for that specific period and for the year total.
3. The Committee shall prepare minutes that document discussions and recommendations for distribution to the Executive Committee or Board, as determined by the Chair and CEO.

2. Duties

1. Approves the Association fundraising policies and procedures under an articulated code of professional fundraising ethics.
2. Guides donor solicitation and gift acceptance.
3. Participates actively in and oversees all campaigns and fundraising activities of the Association.
4. Ensures full Board participation in all campaigns, fundraising, and events.
5. In partnership with the Board Chair and CEO, leads solicitation of Board and ensures 100% participation in annual giving to the Association from the Association's Board under the Association Fundraising Policy.
6. In partnership with the Association staff, identifies prospects and makes appropriate cultivation and development calls.
7. In partnership with the staff, develops strategies for donor cultivation, solicitation, development, and acknowledgement.
8. Ensures there is a strong and current case for giving/support distinguishing the Association from other organizations in its field.
9. Approves and monitors the Association Fund Raising Plan to ensure that it supports the Association mission and the Association's strategic direction and needs.
10. In partnership with the Association staff, educates the Board on the theory and techniques of fundraising programs, philanthropy, and fundraising itself.
11. In partnership with the Association staff, identifies and recruits leadership and volunteers for fundraising.
12. Monitors Association's standards for ethical fundraising and philanthropy, legal and accounting requirements, and any donor restrictions.
13. In partnership with the Association staff, reports to the full Board at every Board meeting fundraising progress.
14. Develops Association's Board Fundraising Policy.
15. Assesses the Committee's work.
16. Participates actively in special events and provides leadership in capital campaigns and annual giving.

ADDENDUM 4: EDITORIAL POLICY

Policy Number: 66-001

Policy Date: 1966

Policy Modified: November 2014

PURPOSE

To disseminate information to interested NAFA members, consistent with the Purpose and Bylaws of NAFA as an organization, NAFA shall produce three Hawk Chalk publications and one Journal. The publications shall be defined by these policies and guidelines:

JOURNAL AND HAWK CHALK CONTENT

- The President and Directors shall report in every issue of the NAFA Hawk Chalk.
- The Editorial Policy governing the content of NAFA publications provides these guidelines:
 - a. NAFA publications must follow the Vision, Mission, purposes and Bylaws of NAFA.
 - b. As a reference for determining NAFA editorial policy, one purpose of NAFA is to organize and unify the falconry community in the best interests of developing the art of falconry and the continuation of the legal right to practice the falconry.
 - c. NAFA publications are a permanent record of NAFA as an organization and, by extension, the falconry cultural heritage community itself. Therefore, all content must be factually accurate and reflect the dignity and ethics inherent in the best traditions of the cultural heritage of falconry.
 - d. The content of the NAFA publications should be specific to the art and practice of falconry, or other news, information, opinion, and literature that will further NAFA as stated in paragraph a.
 - e. Any content submitted to NAFA for publication inconsistent with the purpose of NAFA as stated in paragraph a., contradicts the editorial guidelines of the NAFA publications, and will not be published.
 - f. Personalized criticism directed at members of the falconry community contradicts the purpose of NAFA as stated in paragraph a., and contradicts the editorial guidelines of the NAFA publications and will not be published.
 - g. NAFA will publish nothing that approves any illegal activity.
 - h. The price of advertising in any NAFA publication may be changed without notice at the discretion of the Board of Directors. A notification of this policy must be included in each NAFA publication.
 - i. At the discretion of the Editor, and the Board of Directors, certain advertisements for NAFA members may be published at no cost, if they are convenient and appropriate. The name of the NAFA member must be included in the advertisement even if the member operates under the name of a company. (See 09-005: Hawk Chalk Advertising Policy.)
 - j. News, information or other content submitted to NAFA for publication from affiliate clubs will be limited to reports of the activities of the clubs and their members that do not duplicate information in the reports by NAFA directors. The content of "Club News" reports should relate to stories on formal club activities.

Other content or information from clubs regarding their members' activities should be directed to the appropriate NAFA directors to include in their directors' reports.

k. To encourage individuals to join NAFA, reports of the activities of falconers who are not NAFA members should be restricted to rare cases where they have unusual news value.

l. Under the Purpose of NAFA as stated in paragraph a., specifically, the continuation of the legal right to practice the Falconry Cultural Heritage, NAFA publications will publish no depiction, whether written or graphic, that may present the appearance of the cruel or inhumane treatment of animals. This policy includes, but is not limited to, the number of head of game taken, or the details of competition taking game.

m. Under the Purpose of NAFA as stated in paragraph a., specifically, the continuation of the legal right to practice the Falconry Cultural Heritage, NAFA publications will limit publication of information regarding trapping methods to depictions, whether written or graphic, of methods which are conventional, legal, and humane.

n. The following disclaimer must be included in each NAFA publication:

a. **DISCLAIMER:** The views and opinions contained in material submitted for publication herein do not necessarily reflect the policy of NAFA. NAFA takes no responsibility for the factual accuracy of the information contained in material submitted for publication, and READERS ARE HEREBY ADVISED TO INDEPENDENTLY CONFIRM ANY INFORMATION PUBLISHED HEREIN. In addition, nothing published is intended as professional advice or counsel on any subject and should not be relied on as such. Readers are advised to seek the advice and counsel of their own professionals regarding any topic or subject contained herein. NAFA DOES NOT ASSUME, AND HEREBY DISCLAIMS, ANY LIABILITY TO ANY PARTY for any loss, damage, or disruption caused by errors or omissions contained herein, whether such errors or omissions result from negligence, accident, or any other cause. NAFA publications are not scientific, peer-reviewed publications.

EDITORIAL ADVISORY COMMITTEE

The President of NAFA shall appoint an Editorial Advisory Committee for consultation with the Editors of NAFA publications and shall also act as an issue resolution panel. The Committee shall consist of three persons; two NAFA members and the Vice President of NAFA. Said Editor shall refer all proposed NAFA publications to the Editorial Advisory Committee and shall be bound by the Committee's determination of how to proceed.

FREQUENCY

- Publish one Hawk Chalk in each of the first three-quarters of the year and the Journal in the fourth quarter Three Hawk Chalks and one

Journal

- Three Hawk Chalks are to be published per year. First mailed by April 10, second by August 10, third by December 20.

ADDENDUM 5: NAFA AWARDS SUBMISSIONS PROCESS AND NOMINATION FORM

POLICY Number: 20-001

POLICY Date: July 16, 2020

DIRECTORS AGENDA: AG 20.4

PURPOSE

NAFA recognizes and honors certain exceptional individuals who have made outstanding and significant contributions to NAFA, to falconry, and the History, Heritage, Traditions and Ethics of falconry in the Americas. These NAFA Awards are:

HONORARY MEMBERSHIP

Honorary Memberships are lifetime memberships in NAFA and are reserved for outstanding individuals who have made a substantial contribution to falconry and/or NAFA, and meet other criteria as established by the NAFA Board of Directors. Recipients are selected by the Board. Foreign Honorary Memberships are limited to one per country. In accordance with NAFA bylaws there can be no more than 25 living Honorary Members.

FREIENMUTH AWARD

Named in honor of past NAFA volunteers, Edward and Charlotte Freienmuth. This award is given for someone who goes above and beyond the call of duty for the benefit of NAFA and/or raptors. Recipients are selected by the NAFA Board of Directors and awarded a lifetime Honorary NAFA membership.

S. KENT CARNIE NAFA-TAF HERITAGE AWARD

The award recognizes: "Outstanding contributions toward the preservation of the History, Heritage, Traditions and Ethics of falconry in the Americas". Recipients are selected jointly by The Archives Curator and the NAFA President.

AWARDS NOMINATIONS TIME TABLE

1. Written proposals for a NAFA Award must be received by the NAFA President and Vice President on or before July 1 to be eligible for the award at the following NAFA Field Meet.
2. Proposals must be accompanied by the nomination for that includes information detailing the individual's accomplishments and contributions.
3. Applications will be presented to the NAFA Board during a closed session at the regularly scheduled July Board Meeting for review and consideration.
4. A final vote on award applications will take place in closed session during the regularly scheduled September Board Meeting.
5. The President shall notify the awardee upon a successful vote by the Board.
6. The award shall be presented by the President at the annual field meet Friday night dinner banquet each year in which there is a recipient selected. (The winner will not be announced publicly until the time of the presentation.)

CRITERIA TO BE INCLUDED FOR ALL NAFA AWARD NOMINATIONS

- Is the applicant a member of NAFA? If yes, how many years?
- List of contribution(s) to NAFA. Each contribution listed should be supported by a brief description.
- History of the applicant's involvement in NAFA (volunteer or official positions held; include dates of involvement)
- History of the applicant's involvement in state falconry organization(s) (volunteer or official positions held in state clubs; Include dates of involvement)
- Describe how the applicant enhanced falconry for the benefit of other falconers, improved falconry on a national or state level or aided in the development of regulations protecting falconry or raptors.
- List of contribution(s) toward the preservation/conservation of raptors. Each contribution listed should be supported by a brief description.
- Please include any other substantive information that might assist in the decision making process. Examples include; participation in other conservation organizations.

The nomination form and Director's Proposal should provide the Board with sufficient information concerning the individual's outstanding and significant contributions to NAFA, to falconry, and the History, Heritage, Traditions and Ethics of falconry in the Americas.

NAFA AWARD NOMINATION FORM

For which award are you nominating this individual? (Please Circle the Award below)

Freienmuth	Honorary	S. Kent Carnie NAFA-TAF
Award	Membership	Heritage Award

**Nomination Deadline is July 1*

Nominee Information

Full Name:

Address:

City, State, Postal/ZIP Code:

Phone Number:

Email Address:

Proposer Information

Full Name:

Address:

City, State, Postal/ZIP Code:

Phone Number:

Email Address:

Is this nominee a NAFA Member? _____ YES; _____ NO

What year did the nominee join NAFA? _____

Did nominee volunteer for or serve as a NAFA Officer or Director? _____ YES; _____ NO

What positions and years did the nominee serve NAFA?

Did nominee volunteer for or serve their state club? _____ YES; _____ NO

What state, positions, and years did the nominee serve their state club?

Summarize the nominee’s defining contribution(s) to NAFA, to falconry, and the History, Heritage, Traditions and Ethics of falconry in the Americas that forms the basis for this information.

List the nominee’s most significant contributions and explain how these contributions enhanced falconry for the benefit of other falconers, improved falconry on a national or state level or aided in the development of regulations protecting falconry or raptors.

In the proposers own words, provide details out the nominees that details and lists contributions toward the preservation and conservation of raptors. Each contribution listed should be supported by a brief description.

Please include any other substantive information that might assist in the decision-making process. Examples include participation in other conservation organization or other awards.

Printed name of proposer

Proposer Signature

Date

(*Use more space as needed)

ADDENDUM 6: FIELD MEETS POLICY

POLICY Number: 68-001

POLICY Date: August 1968

POLICY MODIFIED: November 20, 2012

PURPOSE: The primary purpose of the North American Falconers Association Field Meet shall be to offer an opportunity to the NAFA membership to hawk together legally and to fly raptors against wild quarry.

Every effort shall be made to provide a suitable meeting place where discussions may be held relative to the goals, objectives and purposes of the Association.

ANNOUNCEMENT: General announcements of the Field Meet shall be distributed to the NAFA membership and affiliated clubs and organizations. The announcements shall generally state:

- a) time,
- b) place,
- c) lodging,
- d) registration fees,
- e) meeting place,
- f) legal obligations,
- i) license fees,
- j) weathering area rules
- l) Meet Committee,
- m) Meet Chair

LEGALITY: Before the final determination of a meet site, the Directors of NAFA shall approve a Meet Chair who shall send a letter of intent to the state or province wildlife authority outlining Field Meet plans. Such letter should request a letter from this wildlife authority granting express permission to hold the proposed Field Meet and outlining any local game rules or regulations set up or required during the meet. The NAFA membership will be informed of all legal aspects and other obligations in the Field Meet "Announcement." The NAFA Field Meet Chair will conduct the meet in such a manner that all local regulations are carried out and that all procedures in the field meet legal expectations. All participants will comply with existing local, state, provincial and federal game regulations while participating in the NAFA Field Meet.

DEMONSTRATION FLIGHTS/SKY TRIALS: Demonstration flights may be scheduled by the Meet Chair or his or her designee at his or her discretion to benefit public education. However, under no circumstances, shall live quarry of any type be used in such demonstration flights in keeping with Paragraph 1 of the Purpose of this policy.

NAFA sanctioned sky trials, using live quarry of any type, are not permitted.

Members of the public, by invitation, and any landowner may accompany falconers to hunt wild quarry under the Purpose of this policy and in keeping with local, state, and federal game laws.

BUDGET: Every means shall be exerted to avoid any financial deficit in this undertaking. The Field Meet Chair shall submit a budget at least 90 days before the Field Meet. An advance of funds may be allocated in each annual NAFA budget for the Field Meet. All expenses for the Field Meet shall be met through registration fees, donations, cash receipts, or monies advanced from NAFA funds. A final accounting shall be submitted within 30 days of the close of the Field Meet to the NAFA Treasurer.

FIELD PROCEDURES: Good sportsmanship shall be expected of each participant. Any demonstration indicating a lack of good sportsmanship shall be grounds for requesting the offender to depart the meet area. The locale of the field meet shall be planned to use existing game populations. Never shall NAFA funds be used to stock or restock such game populations. Equal consideration shall be given to all varieties of raptors (long wings, short wings and buteos) for field flights.

No hawking shall be done on private land without express permission of the landowner. Care shall be exercised not to disturb livestock, and gates shall be left as found.

Trained dogs may be used, but only with permission of the participating falconer and landowner, and shall be under control. The dog handler/owner, on request of the participating falconer, shall pick up dogs running out of control.

FIELD MEET CHAIR: The Field Meet Chair shall be in overall charge of the field meet. The Chair must be a member in good standing of NAFA. Appointment of the Field Meet Chair shall be made by the President of NAFA upon consultation with the appropriate committee, officers and/or Directors and may be approved by the Directors to enter into contracts necessary for the meet on behalf of NAFA. Other persons of the Field Meet Committee shall be selected and appointed by the Field Meet Chair. The Field Meet Chair is charged with following NAFA meet policy. Questions concerning this policy should be addressed to the NAFA President or Board of Directors and a decision be rendered quickly. Or necessary, the President of NAFA shall appoint a committee to assist the Field Meet Chair. [See also, NAFA Field Meet Guidelines, Rev. B, Date: 10-01-2010.](#)

SOCIAL MEETINGS: Because there are NAFA members below the legal age for being served intoxicating beverages, no such beverages will be purchased with Association's funds during such functions. It shall be in the province of the Field Meet Chair to invite guests to any social gatherings held during the field meet.

NAFA JOINTLY SPONSORED MEETS: Where NAFA is jointly participating with an affiliated falconry club, the Field Meet Chair will follow published NAFA policy, and to be a member of NAFA. Any profit or loss on the venture shall be shared equally. A full accounting shall be made within 30 days of the close of the meet.

NON-COMPETITIVE GAME PINS/AWARDS: The only award given for quarry that is taken will be “quarry pins” and such shall be presented only to persons who take one or more head of game at the Meet. Reasons for this limited remuneration is to ensure appreciation of the quality of the chase over the quantity of the bag.

CLOSED TO NONMEMBERS: All NAFA Meets are closed to non-members, except for immediate family members and invited guests of a NAFA member. Any NAFA Meet participant must be registered including family members and invited guests of NAFA members. Participants must wear meet identification name badges unless in the field. Unregistered / uninvited guests will be asked to leave the meet. The Meet Chair may enforce this policy or name a designee(s) for this purpose. Any landowner or immediate family member of any landowner who has permitted NAFA or a NAFA member to hunt on their property during the meet is exempt from this provision. Local persons, local to the meet location, who are representatives of such organizations as the media, chamber of commerce, etc. are also exempt from this provision. The President and/or the Board of Directors may authorize additional exemptions.

All persons under formal suspension, or otherwise have had their membership denied or refused consideration, shall be barred from registration and attendance at NAFA functions including but not limited to the annual Meet, unless prior permission has been granted by the Board of Directors.

NON-MEMBERS JOINING AT THE MEET: If the Membership Secretary is available, the application can be processed “normally.” If the Membership Secretary is not available, the applicant must fill out an application in full with dues, resume, and references and will then be considered a guest of their regional director. This affirms a long-standing informal policy.

ADDENDUM 7: PUBLICITY POLICY NAFA

POLICY: 84-001

EFFECTIVE DATE: DECEMBER 1984

In December 1984, the NAFA Board of Directors approved the following policy, which on the effective date shall remain policy of the North American Falconers' Association until modified. This policy aids all members of this organization in determining if, when, how, and to what degree to participate in any media effort which, directly or indirectly, publicizes falconry or the actions and activities of this organization. Any media effort (including, but not limited to newspaper, magazine, television, and radio) which publicizes falconry, or the ASSOCIATION shall:

1. Be authoritative as to technical details;
2. Reflect serious concern for the welfare of raptors and raptor populations, stress the role of raptors in nature as agents of natural selection and unique objects of beauty, and the falconer's great interest in and love for birds of prey and his role as a conservationist;
3. Refrain from sensationalism, showmanship, exhibitionism, and any meretricious conduct, including the exciting aspects of the sport;
4. Omit all descriptions of trapping locations and methods, nest locations, live lures and bagged quarry;
5. Reflect credit upon the organization, its membership and the sport;
6. All publicity that exploits the sport or the birds for personal gain or aggrandizement is to be condemned;
7. Provide information as to the time, money and effort of a falconer, stressing above all the extreme difficulty in the successful practice of the sport; birds are hard to obtain, difficult to keep, demand years of experience to achieve success, require special ethics, expensive equipment and facilities; one needs much time, money, open country and much quarry. or licensing is required by the state and federal governments preceded by the successful completion of a rigorous examination

This policy is not intended to detract from raptor conservation programs, or special programs for special groups.

ADDENDUM 8: NAFA TRAVEL REIMBURSEMENT POLICY

POLICY Number: 00-005

POLICY Date: March 21, 2000

Modified Dates: November 22, 2011, September 2017

Director's Agenda: 00.1

On March 21, 2000 the NAFA Board of Directors approved the following proposal, which on the effective date shall become policy of the North American Falconers' Association until modified.

It is NAFA's policy to reimburse documented field meet travel expenses of Directors, Officers and other such volunteers as authorized by the Board of Directors, up to an amount no greater than the current published U.S. Internal Revenue Service rate per mile for business travel one-way from home to the meet location. All persons receiving reimbursements for travel are individually responsible for proper reporting if required to do so under the revenue codes of their respective country. This policy solely applies for the annual field meet, and not to be used for the regional or local meets.

On November 22, 2011 the Board modified the policy to be more in keeping with current practice to reimburse at the IRS rate.

In September 2017 the Board modified the policy to only apply to the annual field meet.

ADDENDUM 9: TELEPHONIC, VIDEO, AND OTHER ELECTRONIC FORMS OF MEETINGS OF THE NAFA BOARD AND MEMBERSHIP

Policy Number: 08-001

Effective Date: August 21, 2008

Modified Date: November 23, 2010

Amended and Adopted by the NAFA Board of Directors

- A. Telephonic, Video, and other electronic meeting mechanisms, including voting and participation shall be permitted. All attendees shall identify themselves so all attendees may understand who is speaking. Notice of the meeting shall comply with these procedures. When telephonic or videoconferencing meetings are held, an oral or electronic roll call vote will be conducted, so the vote of official voting members can be acknowledged and recorded and made of record in the minutes of the meeting.
- B. Generally, all materials provided the Board and Membership will be made available to persons attending the meeting, where appropriate.
- C. There shall be at least five meetings of the NAFA Board and one Membership Meeting each calendar year as permitted by NAFA's Bylaws.
- D. Special meetings and emergency meetings may be called by the President/CEO or the Board Chair. The meeting agenda shall be prepared by the Executive Committee composed of the NAFA Officers.
- E. The NAFA Board shall operate under the latest edition of Modern Rules of Order unless such rules conflict with any local, state or federal law, regulation or order, or the NAFA, Bylaws, or NAFA Board Policy Manual.
- F. NAFA meetings are not to be recorded in any form except by the Secretary or designated minute taker, and access to telephonic meetings shall not be granted to any other person except with notice to, and consent of, the Board. After the meeting minutes have been taken and approved at the next regular Board meeting, the tape recording of the meeting shall be destroyed.
- G. Notice of Telephonic Meetings of the NAFA Board: the agenda and supporting documents shall be emailed or uploaded to an electronic portal to each member of the NAFA Board consistent with the Bylaws. Every effort shall be made to ensure that meeting agendas are posted on the NAFA website on the date that such agenda is emailed.
- H. Consent agenda. The NAFA BOARD may use a consent agenda to facilitate and expedite the conduct of business at any regular telephonic meeting. Items may be placed on the consent agenda solely at the discretion of the President and Board Chair and must be so noted on the meeting agenda. When the consent agenda is called, any Board member may request that any item on the consent agenda be removed from the consent agenda and opened for discussion. If there are no such requests, the consent agenda may be approved in its entirety by an oral or electronic roll call vote, or may be moved for approval by acclamation.

ADDENDUM 10: SMALL GRANTS POLICY

POLICY Number: 09-003

POLICY Date: November 24, 2009

POLICY Modification Date: October 21, 2010

Effective on the latest above date, this policy (originally enacted by the Board of Directors in 1992 and named the NAFA Donations Policy it) is amended and be named the NAFA Small Grants Policy.

The policy of NAFA regarding Small Grants shall be:

1. The NAFA Treasurer shall report annually and by November 1 of each year to the NAFA President and the Board of Directors the total interest earned from savings accounts, certificates of deposit and any other investments.
2. Under IRS rules, regulations or law, NAFA shall by way of providing small grants, donate such interest income to applicant persons, firms, corporations, or other entities in a manner and amount approved by the Board of Directors. Never however will grant awards exceed the money generated by investment or interest income as reported by the NAFA Treasurer on or by November 1 annually.
3. The NAFA Treasurer may place or cause to be placed in a separate fund or account, if advised to do so, all interest income and grant awards shall be distributed from this account.
4. The Board of Directors, at their discretion, may pre-designate recipients of donations and may instruct the President and/or Treasurer to include such amounts in the annual budget.

This policy modification change was approved by the NAFA Board of Directors on October 21, 2010 and is part of the minutes of that meeting.

ADDENDUM 11: NAFA ETHICS POLICY

POLICY Number: 09-004

POLICY Date: May 21, 2009

POLICY MODIFIED: October 2020

I. Use of Raptors by Falconers

1. Falconry is defined as “the taking wild quarry in its natural state with a trained raptor.” The justification for falconers to possess raptors is the sportsmanlike pursuit of wild quarry.
2. Falconry does **not** include the keeping of raptors as pets or prestige items; for captive-breeding, rehabilitation, education purposes, abatement, shows, renaissance fairs and the like, or purely scientific purposes.
3. Because falconers use a natural resource, they have an obligation to assure the continued availability of that resource. To that end, when taking an eyass falconers should:
 - 3.1 Temper their activities by using sound wildlife management principles;
 - 3.2 Ensure raptor nests are disturbed as little as possible and will ensure that all traces of human contact and scent are removed to discourage predation on nest sites;
 - 3.3 Leave at least one eyass in the nest; and
 - 3.4 Acquire only eyass, passage, or captive-bred raptors.
4. Falconers are obligated to raptors in their possession. Their physical and psychological welfare is of the greatest importance. To that end, when caring for raptors falconers should:
 - 4.1 Keep only as many raptors as can be cared for properly and hunted effectively;
 - 4.2 Pass unwanted raptors to fellow falconers or released in a manner which assures their survival;
 - 4.3 Make every effort to recover lost hawks, particularly imprinted eyasses that become lost;
 - 4.4 Seek the aid of a competent veterinarian or other medical help should their raptor become ill or injured;
 - 4.5 Take all necessary steps to remove or mitigate the known risks of electrocution, engine exhaust (carbon monoxide) poisoning, injuries resulting from prey, collisions with fences, injury due to extremes of temperature, *etc.*

II. Legal Obligations of Falconers

Falconers must practice falconry in accordance with existing laws. To ensure falconry is preserved in its highest and best form, it is in the best interests of falconers to politely, tactfully, and respectfully police their own ranks.

1. State, federal and international laws which relate to falconry should be understood and obeyed.
2. A falconer convicted of a serious falconry related misdemeanor or a felony related to falconry activities should resign and refrain from all organized falconry activities.

3. Illegal forms of commercialism or trafficking in raptors, wild or captive-bred, are not in the best interests of falconry or the falconry community, since they lead to exploitation of wild populations, disrespect of the noble raptor, and damage the honored and ancient sport of falconry.
4. Any falconer with information about illegal activity (*e.g.* trafficking) in raptors should provide such information to the proper authorities.
5. Since lawful does not always mean ethical, falconers should aspire to the highest standards of conduct towards their raptor, their fellow falconers and applicable laws. Just because an activity is legal does not mean it is always desirable, ethical or biologically sound.

NAFA members have the obligation to comply with NAFA Bylaws, and policies of the organization.

III. Additional Positions on Ethics of Falconry

A. Raptor Maintenance

NAFA supports falconers in keeping, within regulatory entitlement, only those raptors (both by species and numbers) they can regularly fly at quarry. It is incumbent upon each falconer, besides meeting minimal standards required by regulation, to ensure that his/her raptors are equipped, housed, and maintained in the manner most conducive to their individual well-being. Each falconer is urged to take all measures to minimize the possibility of loss of his raptors and to try to recover any raptors lost. Each falconer, likewise, is expected to spare no effort in curing a sick raptor. The falconer is expected to ensure that if a raptor is no longer desired, it is passed on to another qualified falconer able to fly it at wild quarry, or returned to the wild with full capability of sustaining itself.

B. Compliance with Falconry Laws and Regulations

Each falconer is under a moral and a legal obligation to observe applicable laws and regulations regarding taking, importing and exporting raptors, taking quarry and access to land.

C. Conservation of Raptors

The wellbeing of native raptor populations is fundamental to the continued practice of falconry. Each falconer should endeavor to promote the utmost welfare and survival of these populations in their wild state under accepted precepts of use management conservation. NAFA opposes taking haggards, or members of the wild breeding population, except under exceptional circumstances, (such as raptors destroyed due to depredation). NAFA urges that in taking eyass raptors, at least one young should be left in the eyrie/nest unless, again, exceptional circumstances prevail. NAFA opposes commercial traffic in wild-taken North American raptors regardless of private ownership status. NAFA does not support the creation of vendors in wild taken raptors or of individual falconers profiting from the sale of wild-taken raptors.

D. Fair Chase

Originally, falconry was a means of providing meat for the falconer's table. In its purest form, falconry is a raptor doing what it does naturally, hunt its prey, in cooperation with a human. The laws of nature decree that a wild raptor pursuing wild quarry is a fair chase. Neither side has an unfair advantage over the other. This is the purest form of falconry, its highest ideal and practice. NAFA holds that modern falconry should be conducted in this same manner. Unfair advantage, no matter its source, should be avoided for quarry having a fair chance of escape. This practice of fair chase is a high calling. Where falconers adhere to it, the sport of falconry cannot be judged guilty of acts of cruelty or inhumane treatment of quarry.

E. Sponsorship of Apprentices

The future of falconry rests in the hands of today's falconry sponsors and their respective apprentices. The responsibilities of a sponsor to the apprentice, and the apprentice's raptor, represent a serious and significant, not to be undertaken lightly. True sponsorship requires a high level of dedication, involvement, and personal sacrifice. It is more than signing a form. A falconry sponsor is responsible to the apprentice, to the apprentice's raptor, and to the rest of the falconry community. The falconry sponsor should be uncompromisingly ethical, and continually available to the apprentice. The falconry sponsor should be a highly competent falconer who hunts regularly and who always knows the apprentice's activities and the condition of the apprentice's raptor.

F. Exotics/Non Native Raptors

Based on extensive scientific scrutiny and historic evidence, NAFA supports the use of non-native (exotic) raptors, to include hybrids, in the practice of falconry in North America. Despite lack of scientific evidence of any threat to native avifauna, NAFA nonetheless counsels against any deliberate release into the wild of such raptors. NAFA assumes that falconers treat exotic raptors no differently than native raptors, regardless of the differences in their legal standing.

G. Captive Breeding

NAFA recognizes the importance of captive breeding as a significant source of raptors for both falconry and release to the wild for restoration of wild populations, when necessary. NAFA concurs in the commercial sale of captive-bred progeny to appropriately licensed and qualified recipients to encourage the production of captive-bred raptors so they will be available for both.

H. Publicity

Falconers are cautioned about the dangers of publicity. Those considering public presentation are urged to consult NAFA's Public Information Officer. The only two acceptable alternatives are the very highest quality presentation or no publicity. With or without publicity, application of discretion, moderation and common sense by all falconers will maintain a favorable image of our sport. Activities aimed at, or reasonably capable of, recruiting new falconers are to be avoided. Falconry is not for everyone and the decision to become an apprentice falconer should be carefully made. Falconers should not be overly solicitous when approached by someone wishing to become a falconer. Making sure they understand the true nature and requirements of falconry is the primary goal.

VI. Private Ownership of Raptors

NAFA is a strong supporter of private ownership rights of captive bred falconry raptors, within the overall meaning of NAFA policy. From a practical perspective however, NAFA's position is the well-being of raptors is a higher priority than the rights of the falconer. Falconers do not intentionally place their own interests above the well-being of their raptors. Therefore, NAFA supports the legal frameworks which allow appropriately licensed persons to possess raptors for any purpose

ADDENDUM 12: SPECIAL MEMBERSHIP MEETING GUIDANCE NAFA MEMBERS

Policy Number: 10-001

Effective Date: January 21, 2010 (amended date November 22, 2011)

Approved by: NAFA Board of Directors as part of Agenda AG10.1

Amendments: Amended on 11/22/2011 to comply with amended Bylaws of 08/27/2011

Upon the effective date above or with amendments, the amended date, the following policy regarding Special Membership Meetings shall be effective until further notice. Special Membership Meetings submitted after adoption of this policy must meet all criteria to be accepted.

Special Membership Meetings are allowed under certain circumstances and shall follow all criteria of the Bylaws of the Association.

This policy is not intended to circumvent any right of any member(s) to request a Special Membership Meeting based on the Bylaws of the Association. This policy gives guidance regarding the required form and format and guidance regarding the procedure. It also includes more specific requirements of the Board regarding Special Membership Meetings submitted. Additionally; Members wishing to request a Special Membership Meeting the Board of Directors should understand that the majority of such Special Membership Meetings will require a vote of the entire membership or a vote of the affected membership. Special Membership Meetings are not an immediate remedy nor will they necessarily result in a positive outcome for the Special Membership Meeting.

To ensure that the Special Membership Meeting is drafted and presented in an acceptable form it is essential that the provisions and guidelines governing the preparation and presentation of any such Special Membership Meeting request and documentation be strictly adhered to. These provisions and guidelines are set out below to assist those wishing to present a request for a Special Membership Meeting.

Accepted forms of Special Membership Meetings:

- a. Special Membership Meetings (the "address" to the Board of Directors, the "body" and the "request") must be type written.
- b. Electronic Special Membership Meetings such as individual emails where a signature, printed name and address is not included are not acceptable.
- c. A Portable Document Format (PDF) submission is acceptable if the document meets all criteria for original signature of each member and all signatures, printed names, addresses and Special Membership Meeting information, as outlined below, are affixed to a single document.

Form and Format:

A specific format must be followed in preparing a request for a Special Membership Meeting. A request for a Special Membership Meeting consists of three basic components: the "address", the "body" and the "request". The following should be carefully noted (See example attached):

- a. Requests for Special Membership Meetings must be addressed, "To the President of the North American Falconers Association", and this salutation is to appear as the beginning line of the request for a Special Membership Meeting;

- b. The "body" should consist of paragraphs (worded in the third party), briefly summarizing the reason for the meeting, problem, or grievance and any necessary background data for the Special Membership Meeting; (Example: We the undersigned do Request a Special Membership Meeting of the North American Falconers Association to amend the definition of Associate Membership in the Association Bylaws, Article 2, Section 1b.).
- c. The "request" is the remedy or action sought by conducting a Special Membership Meeting. A simple declaration, address of thanks or listing of grievances is unacceptable. (Example: The amendment to read: [include the recommended or requested verbiage]).
- d. The form of the Special Membership Meeting must be typewritten when submitted by the Regular Membership or a person on behalf of the Regular Membership.
- e. The Special Membership Meeting must be free from erasures, insertions or deletions.
- f. There may be no attachments to the request for Special Membership Meetings, whether in the shape or form of a letter, affidavit or any other documents. Information in any such document, which the Special Membership Meeting(s) addresses or desires to be made known, should be contained in the "body".

Content:

A Special Membership Meeting may not contain any extraneous, impertinent, or improper material. A Special Membership Meeting may not:

- a. Use disrespectful language;
- b. Express any opinion regarding the Board of Directors, the Officers or positions of the Board of Directors or Officers.
- c. Make unsupported demands.
- d. Include recommendations for or against the direct expenditure of funds, for or against admission to any membership category or for or against creation of any membership category within the authority of the Board of Directors or Officers

Execution:

Finally, the request for a Special Membership Meeting must be signed properly. For the requirements regarding numbers of signatures, see the NAFA Bylaws. Specifically, Article V, Section 2

- a. All requests for Special Membership Meetings must be complete upon their submission. Addendums, modifications or other omissions, including the correction of errors will not be accepted after the original Special Membership Meeting. was filed
- b. The request for a Special Membership Meeting must be dated on each page.
- c. Names and addresses and signatures are required that meet or exceed the requirements in the Bylaws of the Association.
- d. As to the signatures themselves, they must be original and not copied, pasted or otherwise transferred, and no one person may sign on behalf of another or behalf of a group.
- e. All names and addresses must be legible.

- f. If more than one page is required for signatures of the request a Special Membership Meeting, the subject of the Special Membership Meeting must be indicated on each page or each page must be affixed in such a manner that it is clear the person signing the request for a Special Membership Meeting knows of the entire content of the request for a Special Membership Meeting.
- g. Check marks, ditto marks or similar wording are acceptable for address designations.

Presentation of Special Membership Meetings:

All Special Membership Meetings must be submitted by first class mail, Federal Express or United Parcel Service to the President of the North American Falconers Association at the address in the most current Membership Directory of the Association or otherwise known by those requesting the Special Membership Meeting to be the most current address of the President of the North American Falconers Association.

It is recommended, but not required, that all Special Membership Meetings be sent “registered mail, return receipt required”. The Member(s) requesting the Special Membership Meeting assumes all responsibility to ensure the notice of request for a Special Membership Meeting is delivered to the President.

Notification of mailing of the Special Membership Meeting must also be made to:

- a. The Director of the directorate of the primary Member(s) requesting a Special Membership Meeting.
- b. The two Directors at Large of the Association
- c. The Vice President of the Association
- d. The Corresponding Secretary of the Association

Notification of the mailing of a Special Membership Meeting may be made by email, telephone, letter or such other communication available to the primary Member(s) requesting a Special Membership Meeting.

SPECIAL MEMBERSHIP MEETING FORM SAMPLE

To the President of the North American Falconers Association

Date: _____

We the undersigned [**body of Special Membership Meeting and supporting information goes here**]

We therefore request [**remedy or requested action goes here**]

NAME	ADDRESS	CITY	STATE	SIGNATURE

ADDENDUM 13: RECOGNITION of DECEASED PAST NAFA PRESIDENTS

Policy: 11-001

Effective Date: January 20, 2011

Modified Date: May 23, 2013

On January 20, 2011, the NAFA Board of Directors approved the following proposal, which on the effective date shall become policy of the North American Falconers' Association until modified.

Executive Summary: On November 23, 2010 during the Board Meeting in Dodge City Kansas, a presentation was made by Director Bruce Haak and Mr. Bob Collins, longtime NAFA Member, requesting NAFA provide financial support in addition to friends, family, and state clubs to ensure that past NAFA Presidents were included on the Wall of Remembrance at the Archives in Boise, Idaho.

A donation to the Archives of \$1,000 is required by the Archives for inclusion on the Wall. However, it is not expected that NAFA would fund the entire amount, but would supplement or match funding received from family, friends, state clubs, and other organizations.

NAFA intends to inform members, friends, family and others to direct their donations to the Archives of Falconry to remember a past NAFA President. It is also the intent of this policy not to use any portion of membership dues or other operating capital for this purpose, but to use funds such as odd amounts of earned interest or other donations collected over time and earmarked specifically for this purpose

Required Funding to Implement: \$1000 maximum [periodical disbursement]

Effect Upon Current By-laws: None

Policy: It is hereafter the policy of the North American Falconers' Association to recognize the service of past Presidents of the Association and that upon the death of any past NAFA President; the Association will commemorate the service of the past NAFA President by:

1. Announcing the death of the past NAFA President to the Membership and;
2. Encouraging or otherwise soliciting contributions from individual members, state clubs and others who may wish to contribute to a commemoration of the life and service of the past NAFA President by inclusion on the Wall of Remembrance at the Archives of Falconry in Boise Idaho and;
3. As necessary, required or requested, ensure that sufficient donations are provided, up to the maximum \$1,000 with private, member, family, friends and Association donations and;
4. Authorizes the Association Treasurer to establish a fund outside of normal operating or general funds, specifically for funding donations for a past NAFA Presidents' inclusion on the Wall of Remembrance including the names and addresses of any individuals, clubs or other organizations that contributes or donates for this purpose through NAFA to this purpose and;
5. Authorizes the Association Treasurer to donate funds, as necessary to ensure the required level of funding is met, on behalf of the entire Membership of NAFA and any contributing individuals, clubs or other organizations to include the past NAFA President on the Wall of Remembrance to commemorate his/her service to the Association. The level of donation by the Association itself shall not exceed \$500 (50%) for any deceased past NAFA President and;

6. Upon notification of the death of a past NAFA president, the Treasurer may immediately disburse funds for \$250 to the Archives in the name of the deceased president for inclusion on the Wall of Remembrance and;
7. Authorizes the Association Treasurer to maintain a maximum of \$1,000 in this special fund and;
8. At its discretion the NAFA Board of Directors may include or cause to be included a letter or resolution to the Archives outlining the service of the past NAFA President. His/her term of service, outstanding or significant contributions to the Association, etc. and;
9. The NAFA Board of Directors may deviate from this policy, including but not limited to additional funding, when it is in the best interest of the Association to do so.

This policy does not modify or request modification of: NAFA Bylaws, or any other NAFA policy

ADDENDUM 14: USE of NAFA DISPLAYS

POLICY NUMBER: 11-002

POLICY DATE: November 22, 2011

DIRECTORS AGENDA: AG 11.6

NAFA Banner Displays: On November 22, 2011 the NAFA Board of Directors approved the following proposal, which on the effective date shall become policy of the North American Falconers' Association until modified.

Any Association Officer or any member of the Board of Directors may request a display banner for use during events (public or club) that, in the judgment of the Officer or member of the Board are in the best interest of the Association.

All requests shall be in writing and on a form supplied by the Association and all requests shall be directed to the NAFA Sales Representative not less than two weeks [14 days] before the date needed. Reasonable shipping costs will be paid by the Association when funding allows. All displays shipped shall be insured for not less than \$500 per display.

Display(s) are to be returned by the date indicated on the request form and to the person and address indicated on the request form.

Other reasonable restrictions may be applied as approved by the Board of Directors.

ADDENDUM 15: NAFA SPONSORSHIP POLICY

POLICY NUMBER: 18-001

POLICY DATE: July 19, 2018

DIRECTORS AGENDA: AG 18.4

Effective on the latest above date, this policy shall be named the NAFA Sponsorship Policy.

Purpose

It is NAFA's policy to provide funds for sponsorships annually. The funds dedicated to sponsorships shall be determined by the Board of Directors at the beginning of each budget year.

Further, the policy of NAFA regarding Sponsorships shall be:

1. The NAFA treasurer shall establish a budget line item specifically for NAFA Sponsorship and the NAFA President and the Board of Directors shall determine the amount to be allocated at the beginning of each budget year based on current funds available.
2. Distribution of sponsorship funds shall be at the discretion of the NAFA President and the Board of Directors.
3. Sponsorship shall be awarded only to requests meeting these guidelines:
 - a. Because resources are limited, we (NAFA) reserve our support for people, groups, causes and events that best represent NAFA's mission and culture. Requests that do not support these missions will not be approved.
 - b. Organizations or Events requesting donation must be legally registered non-profit organizations.
 - c. Organizations or Events requesting sponsorships must submit their request via our online sponsorship request form annually by May 1st to ensure proper budgetary consideration. There are no exceptions to this timeframe. Requests submitted after the deadline will not be considered. No mailed, faxed, emailed or phone-call requests will be accepted.
 - d. Sponsorship are at the discretion of the NAFA Board of Directors. Approved requests do not guarantee sponsorships in subsequent years and must be requested annually.
 - e. All requests for sponsorship must detail the available levels of sponsorship.
 - f. Once your request is received by NAFA, you will receive an email reply acknowledging that it was received. Please keep this email for future reference. If your request is approved, NAFA will contact you at the email address or phone number you provided on your request.
 - g. NAFA supports many falconry organizations, falconry events, national conversation, and advocacy organizations. Please see the NAFA website for more information on these organizations.

EXHIBIT A: NAFA STRATEGIC PLAN

**[PENDING FACILITATED JOINT STRATEGIC PLANNING SESSION OF BOARD, ITS OFFICERS,
AND THE FALCONRY FUND TRUSTEES AND ITS OFFICERS]**

EXHIBIT B: NAFA DONOR BILL OF RIGHTS

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing primary to the quality of life. To assure that philanthropy merits the respect and trust of the public, and that donors and prospective donors can have a full confidence in the non-for-profit organizations and causes they are asked to support, we declare that all North American Falconry Association donors have these rights:

1. To be informed of the Association's mission, of the way it intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity and background of those serving on the Board, and to expect the Board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the Association's most recent financial statements.
4. To be assured donors gifts will be used for the purposes for which they were given.
5. To receive acknowledgment and recognition.
6. To be assured that information about your donations are handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing the Association will be professional.
8. To be informed whether those seeking donation are volunteers, officers, directors, and/or staff of the Association, or hired solicitors.
9. To be assured that the Association does not share, sell, or release membership and mailing lists to nonmembers, nonmember nonaffiliated organizations.
10. To ask questions when donating and to receive prompt, truthful, and forthright answers.

EXHIBIT C: MEMBER REQUEST FOR NAFA BOARD AGENDA ITEM

(Approved by NAFA Board March 22, 2012 and Updated by Board on May 13, 2021)

INTRODUCTION:

To encourage and facilitate a method for NAFA members to request items through their respective NAFA Directors to be placed on a Board Agenda, this form is provided.

Members are encouraged to actively provide input and support in the strategic, tactical, and administrative aspects of their Association by using this method and form. Adopting standard request formats and questions that need to be answered help by requiring requestors to focus their thinking and their presentations and make clear to the Board the request for action and the resolution that is expected. When proposals are consistent, predictable, supported, and easier to understand, the NAFA Board will have adequate time for genuine deliberation and action.

GENERAL BOARD RUBRIC CONSIDERATIONS:

The Board's Executive Committee and/or the Board may review, assess, and rate proposals under a rating scale: 1 to 10, with one being low and ten being high:

1. Proposal supports NAFA's Mission and Strategic Imperatives _____
2. Proposal consistent with NAFA's vision and cultural values _____
3. Proposal can be implemented with no more than XXX in direct costs _____
4. Proposal can be implemented with no more than XXX in indirect costs _____
5. Proposal requires additional capital expenditures _____
6. Proposal can be implemented within the current staffing or Board structure _____
7. Proposal can require a long trial period before it can be validated as having impact _____
8. Proposal can be supported by the CEO and/or a majority of the Board _____
9. Proposal will be viewed by NAFA peers as innovative and helpful _____
10. Proposal will have significant positive impact for all NAFA members _____

INSTRUCTIONS:

Any member may request an item be presented to the Board of Directors by:

1. Completing this form. The more information and supporting documentation you provide, the more likely the Board may favorably review your proposal.
2. Emailing your completed form to your regional Director, and.
 - a. Copying the email and form to both Directors at Large;
 - b. Copying the email and form to both the Chair and Vice Chair of the Board;
 - c. Copying the email and form to the President; and
 - d. Copying the email and form to the Vice President.

All email and contact information are found on NAFA's website.

The Board Executive Committee (Board Chair, Vice Chair, President and Vice President) is responsible for developing and presenting all items to be included in an agenda and one or more of the Executive Committee may contact you directly for more information or clarification if needed. You may also be asked to make a formal presentation to the Board yourself during the meeting when your Agenda item may be discussed.

Member Request for NAFA Board Agenda Item

Please complete the following form, answering the questions below, and attaching any supporting documentation you believe supports your proposal and the Board would find helpful in considering your proposal.

1. What is the problem you would like the NAFA Board to address?

2. What caused the problem?

3. Why should the Board address this problem?

4. What is your proposed solution to this problem?

5. If your solution were adopted, what would you be able to do that you can't do now?

6. How would your solution improve the practice of falconry in North America or otherwise benefit NAFA?

7. Who is likely to benefit if your solution were adopted?

8. Who could be negatively impacted if your solution were adopted?

9. Does your proposed solution cost anything? If it does, how do you propose paying for it?

10. Who supports your proposed solution? Why?

11. Who opposes it? Why?

12. Have you considered other solutions? ___ Yes; ___ No

13. If you considered other solutions, why did you reject them?

14. What action do you recommend the NAFA Board take? Is there a deadline?

Should you need more space for a detailed response, or should you need documentation to support your request, you were welcome to attach same in any format convenient for you.

SUBMITTED BY: _____

DATE: _____