



INTER-NEIGHBORHOOD COOPERATION OPERATIONS MANUAL

Approved September 5, 2023

The INC Operations Manual outlines the organization’s management procedures, with specific details that may or may not be included in the Bylaws and that must not conflict with the Bylaws. The Operations Manual is a board-approved document. Unlike Bylaws, which can be changed only by membership, the Operations Manual may be changed by the board from administration to administration or from meeting to meeting.

TABLE OF CONTENTS

GENERAL OPERATIONS	1
Governing Documents	1
Board of Directors and Executive Committee	1
Board Member Responsibilities and Rules of Engagement	3
Summary	3
Expectations and Responsibilities	3
Duties and Responsibilities of Officers	4
BOD and EC Business Meetings	5
RNO MEMBERSHIP	6
RNO Dues Waivers	7
Eligibility for Voting	7
DELEGATE MEETINGS	7
Conduct of Business Meetings	7
INC Rules for Meetings	8
Hosting In-Person / Hybrid Meetings	10
Host Responsibilities	10
INC Responsibilities:	11
COMMUNICATIONS	11
OPERATIONAL AND PROGRAM COMMITTEES	12
Duties and Responsibilities of Committee Chairs	12
Standing Operational Committees	12
Standing Program Committees	14
INC FINANCIAL OPERATIONS	14
Annual Budget Process	14
Audits	15
INC Accounting Procedures	15
Record Keeping	15
Expenses	16

AWARDS, GRANTS, AND VOLUNTEER RECOGNITION	16
Recognition Awards and Criteria	16
Monetary Awards and Grants.....	18
Dinner or Awards Recognition Event	19

GENERAL OPERATIONS

Inter-Neighborhood Cooperation, Inc., (INC) was established in 1975 and its mission is to advocate for Denver citizens by bringing together, informing, and empowering Denver neighborhood organizations to actively engage in addressing issues impacting neighborhoods within the city.

INC is incorporated as a nonprofit corporation under the Colorado Revised Nonprofit Corporation Act and is a tax-exempt corporation as defined in Sec. 501(c)(3) of the Internal Revenue Code. The federal tax identification number is 84-0820113.

Governing Documents

- Articles of Incorporation, as amended (April 13, 2016)
- 2021 Amended and Restated Bylaws (December 9, 2021)
- Operations Manual, including officer and committee chair responsibilities

Board of Directors and Executive Committee

The Board of Directors (BOD) consists of nine members: president, vice president, secretary, treasurer, and five delegates-at-large. The Executive Committee (EC) consists of the BOD and the chairs of the standing operational and program committees. Only directors are voting members of the EC.

BOD officers and delegates-at-large are elected at INC's annual meeting (Bylaws, Sec. 9.10). Committee chairs must be RNO delegates and may be selected by other committee members; an associate member who is not a delegate may serve as a co-chair upon approval by the BOD (Bylaws, Sec. 10.01).

Each out-going officer or interim officer will transition position-related materials, keys, and passwords within 10 days of their replacement's election. Each new officer and his/her predecessor will make arrangements to meet and become familiar with materials, job duties, as well as any pending actions and activities. If an officer with access to passwords and official documents resigns, they will immediately turn over all official documents, keys, and INC credit/debit cards to the president or secretary, or to another officer if the president and secretary both resign. Financial documents and all credit/debit cards shall be delivered to the treasurer. Passwords will be changed as necessary, and financial institutions will be notified as soon as possible.

The address of Inter-Neighborhood Cooperation (aka Denver INC) to be used for all official organizational purposes is: PO Box 181012, Denver, CO 80218. There are two PO box keys: one for the president and one for the treasurer. Mail will be retrieved in a timely manner. If the president or another designated person gets the mail, bills and other matters of financial interest will be delivered to the treasurer in a timely manner. Others for whom mail is addressed will be notified in a timely manner and arrangements will be made to retrieve it.

A safe deposit box is maintained at BOK Financial, 3610 E. 1st Ave.; the president and the treasurer are on the signature card. Contents include papers of incorporation, IRS letter of 501(c)(3) status, insurance policies, etc.

A storage unit is maintained at All-American Mini Storage, 545 N. Broadway. Stored items include two projectors, microphones, speakers, meeting signs, a tent, stationery (letterhead and envelopes), and financial records. The president and treasurer have keys.

Key operation deadlines are listed in table 1.

Table 1: INC Operations Calendar

Date	Task	Responsibility
Year-round	<ul style="list-style-type: none"> Solicit RNO and Associate memberships. 	Membership Committee. EC
	<ul style="list-style-type: none"> Plan delegate meeting programs and venues (ideally several months in advance to give delegates adequate notice). 	EC
December	<ul style="list-style-type: none"> Renew INC's RNO registration with CPD. 	Secretary
January	<ul style="list-style-type: none"> Renew Secretary of State registration, pay fee. 	Treasurer
January EC Meeting	<ul style="list-style-type: none"> Approve operating budget. Announce BOD open positions and request volunteers to contact Nominating Committee. 	BOD
February Delegate Meeting	<ul style="list-style-type: none"> Introduce officer and delegate-at-large nominees to date; request nominations from the floor. Nominating Committee continues to recruit candidates until 10 days before Annual Meeting. 	Nominating Committee
10 Days before Annual Meeting	<ul style="list-style-type: none"> Circulate slate of officer and delegate-at-large candidates to RNO members, along with nominees' background statements. 	Nominating Committee
March Delegate Meeting	<ul style="list-style-type: none"> Annual Meeting: Conduct election of new officers and delegates-at-large: <ul style="list-style-type: none"> President, Secretary, and 3 delegates-at-large in odd-numbered years. Vice President, Treasurer, and 2 delegates-at-large in even-numbered years. 	President in even-numbered years; Vice-President in odd-numbered years. Nominating Committee
	<ul style="list-style-type: none"> Provide all new BOD members a copy of the current Bylaws, Operations Manual, budget plan, contact information for all EC members, and a list of all members of INC. 	Secretary
	<ul style="list-style-type: none"> For chairs of standing committees, provide this information in a timely manner after their appointment. Provide on-boarding for new BOD members (or mid-year for resignations and new appointments). 	Secretary BOD
April	<ul style="list-style-type: none"> Deadline for filing IRS Form 990. Renew PO box. 	Treasurer
May	<ul style="list-style-type: none"> Deadline for filing charitable organization report with Secretary of State and paying fee. 	Treasurer
November	<ul style="list-style-type: none"> Solicit Program committee budget requests for next fiscal year; due by Nov. 30. 	Budget Chair / Treasurer
	<ul style="list-style-type: none"> Request Nominating Committee volunteers; appoint Nominating Committee. 	President
December	<ul style="list-style-type: none"> Discuss draft operating budget at EC meeting. 	Budget Chair / Treasurer

Board Member Responsibilities and Rules of Engagement

Summary

Each Board member will actively and fully participate as a member of the INC BOD. The INC board has an ethical responsibility and fiduciary duty to ensure that the organization does the best work possible in pursuit of its goals. Each Board member will embrace the mission, vision, and values of the organization, and will act responsibly and prudently as its steward.

Fundamental to ALL nonprofit board service is the requirement that board members leave their personal desires and agendas at the door; the focus must be on what is in the best interest of the organization.

INC is a nonpartisan organization and politics and party affiliation should not be a part of any Board discussion and should not influence any decision making of the board collectively or of Board members individually.

Expectations and Responsibilities

Time/Participation: Board members are expected to attend the scheduled board and committee meetings on a regular basis and to notify the president/committee chair if the board member is going to be absent. Each board member is expected to actively participate in at least one board committee of interest. All members are expected to represent the board by attending annual special events such as the Annual Membership Meeting. It is expected that board members will provide business and professional expertise, as appropriate, to guide and direct the board in carrying out its responsibilities.

Governance: Board members are expected to actively represent and promote INC and its mission in the community in a manner consistent with its mission to support RNOs under the Denver's RNO Ordinance, as the same may be amended from time to time. INC is managed under the direction of the board. Directors are expected to comply with the Bylaws. Directors are encouraged to bring independence and objectivity to their assigned roles/positions within the organization and ensure that INC is governed under appropriate principles applicable to governing nonprofit corporations under Colorado law.

Policy and Implementation: Collectively, board members are responsible for setting broad INC policies and goals to meet the stated mission of the organization. The board delegates implementation responsibility to the president, who is ultimately responsible for day-to-day operations. As and to the extent set forth in the Bylaws, implementation may be delegated to committee members charged with taking specific actions as authorized by the president and, where necessary, approved by the board. The board shall, from time to time, approve a budget for expenses necessary to fund the work of the organization and shall use prudent financial practices in carrying such duties so as to ensure the financial health of the organization and its ability to meet its mission.

Conduct/Rules of Engagement: Integrity and accountability are expected of both individual board members and the BOD as a whole. Individual board members are expected to disclose all potential conflicts of interest and to abstain from any board activity that may reasonably be perceived as a direct or indirect conflict of interest. Board members will not share information with outside parties that is confidential and/or proprietary, including member information, unless

specifically authorized by the member. Board members shall conduct themselves with honesty and integrity in dealing with other board members and shall respect the differences of opinion that other board members may express as well as the collective decisions voted on by the board. Board members shall work collaboratively with other board members to solve problems and achieve common goals and positive results, always with the best interest of the organization in mind.

The BOD may from time to time engage in a process of elaborating their social agreements / group norms for how they interact and support each other to serve the mission of the organization. These will be shared with any new board members and committee chairs. The board has agreed to adhere to the following RESPECT guidelines during BOD meetings:

- R = Take Responsibility for what you say and feel without blaming others.
- E = Use Empathetic listening.
- S = Be Sensitive to differences in communication styles.
- P = Ponder what you hear and feel before you speak.
- E = Examine your assumptions and perceptions. Using “I” Statements - I will take responsibility for what I think and feel by using “I” statements.
- C = Keep Confidentiality, where required.
- T = Trust that greater truth comes through diversity.

Political Activity: As a 501(c)(3) organization, INC cannot support any candidate but can host educational opportunities for RNOs and residents to hear from candidates. INC can take positions on legislative matters with resident and RNO member input, but it has historically done so only in major legislative efforts that are deemed to be impactful on the City and that have received an appropriate vote for an Official Position of INC. **Board members should be careful in their participation in local municipal elections and should not overtly support or oppose any candidate for municipal public office.** The BOD may from time to time enact specific rules and regulations regarding the type of activity that Board members should refrain from with respect to municipal candidates. Board members should not take actions that would reasonably appear to undermine their ability to maintain neutrality when working with elected City officials. ~~For example, posting yard signs and wearing campaign buttons or other items associated with a particular candidate would be inappropriate when there is any likelihood that the Board member would be recognized as part of INC leadership.~~

Duties and Responsibilities of Officers

Duties of officers (president, vice-president, secretary, and treasurer) are specified in the Bylaws, Sec. 9.11. Additional responsibilities of officers:

President

- Work with the BOD and committee chairs to identify and select programs and speakers for delegate meetings, and to recommend special programs and events.
- Appoint Nominating Committee members at least 60 days before the Annual Meeting (election procedure is described in the Bylaws, Sec. 9.10(c)).
- Oversee training of new board members.

Vice President

- Act at the direction of the president to assist the president.

- Serve to act as the presiding officer in charge of a membership meeting in the president's absence.
- Serve as the interim president in the event that the president resigns or is removed as set forth in the Bylaws.

Secretary

- Determine whether there is a quorum at each delegate meeting, either in-person or electronically.
- If a vote is taken electronically, determine if a quorum of paid RNO members has responded to the call for votes.
- Coordinate with the treasurer to ensure that payment has been received to determine if an RNO is a member in good standing.
- Provide new BOD members with copies of governing documents (Bylaws, Operations Manual), Social Agreement, plus budget plan, list of EC members with contact information, and a list of all INC RNO Members within 10 days of election or appointment.
- Update the Operations Manual and ensure it is archived on the website.

Treasurer

- Be able to use software such as QuickBooks or Quicken to budget and track expenses.
- When a new president or treasurer is elected, give account passwords and all financial files and records to the new officer within (10) days of taking office, and coordinate the signing of new bank signature cards as needed.
- Keep track of all charitable donations and provide the proper acknowledgment and tax-exempt certification to each donor.
- Prepare year-end financial statements, which will be provided to the EC and INC membership.
- File IRS and city reports in a timely manner; retain a copy of all annual IRS 990 Forms.
- Work with the Budget Committee to categorize and track income and expenses, and share financial statements throughout the year.
- Notify the Membership Committee chair in a timely manner when dues payments are received. If renewals and payments are received by mail, promptly provide a copy of the renewal form and date received to the Membership chair.
- To help establish a quorum for delegate meetings, the day before each meeting provide the Membership chair with an RNO payment report that shows all payments received in the previous 12 months.

BOD and EC Business Meetings

A quorum for BOD and EC meetings will be 5 board members (Bylaws, Sec. 9.05). The BOD and EC may conduct business by remote conference communications equipment, as long as all board members are notified of the meeting seven (7) days in advance, a quorum participates, and all members can hear one another. Participation in such a meeting, pursuant to all other bylaws requirements, shall constitute presence in person at such meeting. All business conducted in this form of meeting shall be identified as such and duly recorded in the minutes approved at the next regular BOD meeting.

In accordance with the Bylaws, Sec. 9.08, action may be taken by the BOD without a meeting if a notice stating the action to be taken and the time by which a BOD member must respond is transmitted in writing to each member and if all members vote unanimously in favor of such action.

Each month, a copy of the approved minutes of meetings, will be archived by the secretary and maintained on the INC website (<https://www.denverinc.org>).

BOD and EC meeting minutes may be summarized in newsletters.

RNO MEMBERSHIP

Any neighborhood organization that has filed as a Registered Neighborhood Organization (RNO) with the Denver Department of Community and Planning Development is eligible to be a member of INC. Individuals and other groups may join as non-voting associate members. Dues categories and amounts are determined by the BOD and may be changed at their discretion.

RNO Memberships

- Standard: \$40
- Patron: \$75
- Patron Bronze: \$100
- Patron Silver: \$250
- Patron Gold: \$500
- Patron Platinum: \$1,000

Associate Memberships

- Student Member: \$10
- Associate Individual Member: \$25
- Associate Organization Member: \$50
- Patron Associate: \$75 or donations up to \$499
- Patron Bronze: \$100 or donations from \$500 to \$999
- Patron Silver: \$250 or donations from \$1,000 to \$4,999
- Patron Gold: \$500 or donations from \$5,000 to \$9,999
- Patron Platinum: \$1,000 or donations over \$10,000

As stated in the Bylaws, Sec. 6.01(b), associate members may include any individual, civic group, nonprofit organization, business, city department or governmental agency that applies for membership and pays the applicable annual dues noted above. Associate memberships are also granted to organizations or sponsors who make donations to INC in accordance with the above categories. Associate dues amounts are posted to operating income, and any amounts above that membership level are posted to the INC Community Fund, which is the charitable portion of INC.

RNO and associate memberships are valid for one-year from the date payment is received by INC. Solicitation of new members or renewals may be done anytime during the calendar year.

RNO Dues Waivers

In accordance with the Bylaws, Sec. 6.03(c), the BOD may waive or modify dues for reasons of economic hardship or other considerations agreed on by the BOD. The applying RNO must meet these criteria:

- Requests must be based on financial hardship or other considerations.
- Requesting RNO does not require members to pay dues.
- Requesting RNO must state the number of members it has at the time of the request.

Requests will be handled in the following manner:

- Requesting RNO may ask that all or any part of the annual membership fee be waived.
- The Membership chair(s) will take requests for dues waivers to the president and/or BOD for approval.
- Additional requests beyond 10 per year must be approved by the BOD.
- This policy does not apply to associate memberships.

Eligibility for Voting

As stated in the Bylaws, Sec. 8.04, only RNO Members in good standing (Bylaws, Sec. 6.03) may vote at a delegate meeting. If an RNO's membership expires before the annual meeting, renewal dues payments must be received by the day before the annual meeting to be eligible to vote in the election. Each RNO member organization shall have no more than two (2) voting delegates, who shall be designated on the annual membership application. Each delegate's term shall be determined by their RNO. An RNO may change voting delegate names by submitting such change in writing to the INC president, secretary, or presiding officer prior to the start of a meeting.

Each delegate shall have only one (1) vote, regardless of how many member RNOs a delegate represents.

DELEGATE MEETINGS

RNO delegate meetings are held the second Saturday of the month, generally beginning at 9 a.m. Meetings may be in person or remotely at the determination of the BOD. Agendas for regular meetings will be provided at least seven (7) days before the meeting by email and will be posted on the INC website. Meetings are open to the public; however, only RNO delegates in good standing may vote on any matter requiring a vote. The president will be the presiding officer, or the vice president if the president is absent. INC meetings are public meetings and all participants are welcome. The meetings on Zoom are recorded, and after about a week, these recordings are accessible on YouTube via a link posted on the INC website.

Conduct of Business Meetings

Meetings will be conducted in accordance with the following:

1. The presiding officer may set a time limit for comments on the topic of discussion by participants.
2. Participants agree to be respectful of the presenters and fellow attendees.

3. Participants agree to refrain from interrupting while another person is speaking.
4. Participants will not use vulgar or abusive language or any other language that violates INC's policy of openness and inclusivity.
5. Participants will not belittle or insult other participants.
6. Participants will restrict comments to those that are relevant to the discussion topic.
7. Anyone disrupting the meeting, as determined by the presiding officer, shall be asked to "come to order," and anyone who does not will be requested to immediately leave the meeting or will be removed from a virtual meeting.
8. At virtual meetings participants will not show images on their screens or in the background that would offend other attendees (i.e., items listed in INC's non-discrimination policy).
9. At virtual meetings the presiding officer or facilitator reserves the right to discontinue the Chat function if any of the above points has been violated. The Chat will continue to be sent to the host or facilitator to monitor the questions and comments. When appropriate, these questions and comments will be relayed to all participants and the presenter.

INC Rules for Meetings

The following rules will be used in conducting business at all INC meetings. The guiding principles are:

- Only matters on the agenda may be taken up at the meeting for action.
- Everyone has the right to participate in discussion on a matter if they wish before anyone may speak a second time.
- The presiding officer may limit any discussion that becomes combative or disrespectful or for which time does not allow.
- Only one matter or motion can be taken up at a time, and discussion time may be limited by the presiding officer.
- On-line participation may be limited by muting all participants unless acknowledged by the presiding officer and any Chat function may be limited so as to limit the interruption of the meeting to others participating on-line.

Motions for Action by INC. The Bylaws provide the procedures for all motions to be considered by INC. These are summarized below (**Note: See the Bylaws for exact language, which shall control all procedures for motions**):

- All motions must be on the delegate meeting agenda and be summarized for due consideration by the RNO delegates before a vote may be taken. A vote shall be delayed at least one month following the motion's presentation at a delegate meeting in order to give RNO delegates time to take the motion back to their respective RNOs for education and position/vote processing.
- A quorum for the conduct of business at any meeting, including the taking of any vote on a motion at a delegate meeting, shall be twenty percent (20%) of RNO members; provided, however, a quorum for voting on an Official Position Motion (described below) shall be not less than fifty percent (50%) of the RNO members.
- To establish a quorum, the number of RNO members will be verified the day before each delegate meeting and will include all members who have paid dues in the year before the

meeting (i.e., if the meeting is on March 12, membership will be verified on March 11 and will include all members who have paid since March 11 of the previous year).

- Any motions made by any RNO delegate from the floor at any delegate meeting shall be brought to the RNO membership for a vote at a subsequent delegate meeting for the reasons stated above.
- A motion on a proposed official INC position on a topic involving city issues or issues impacting neighborhoods within the city or proposals for legislative or other official action (each an “Official Position”) requires a larger quorum (50% as described above) and requires a greater effort be made to educate RNO members and the residents of the RNO districts on the topic before an Official Position is voted upon.
- If a membership quorum is not present at a meeting to vote on a motion, a vote may be taken within a specified timeframe following the meeting by means of any electronic voting or polling platform. Electronic ballots will clearly be labeled as relating to the vote on the motion, will be sent to all RNO delegates, and will clearly state the deadline for voting. For an electronic vote, the RNO membership quorum will be determined by the number of RNO members returning a ballot, which will include yeas, nays, and abstentions. RNO members who are abstaining must return their ballot and mark it as an abstention in order to establish a quorum.
- Voting by delegates on any motion may be taken at any meeting by hand raise, silent/private written ballot, acclamation or electronic voting means offered in any web or telephonic-based meeting site or platform, as the presiding officer may propose. In the event that the presiding officer proposes, a vote on any motion may be taken within a specified timeframe following the meeting by means of any electronic voting or polling platform during which any RNO member may vote on the motion so presented.
- RNO membership votes on any motion shall carry upon a majority ‘yes’ vote of more than fifty percent (50%) of delegates present at any INC meeting at which the required quorum is present.
- The BOD may determine that a vote on any motion may be taken by silent/private ballot if it reasonably believes that to do so would promote civility and decorum.
- Absentee ballots are allowed, but proxy voting is not allowed.
- Any new motion made at a meeting or any motion to modify or change the language of a motion being considered at a meeting shall be deemed a new motion, which shall be taken up at a subsequent meeting in accordance with the prior notice and information requirements set forth in the Bylaws.
- A motion to table the discussion of a motion being considered at a meeting may be considered, and if approved, the motion shall be considered at the next meeting or when the approved motion to table so provides.

Other Operating Procedures Applicable to all INC Meetings and Motions: The following are rules approved by the BOD to supplement the Bylaws and must be read to be consistent with the Bylaws:

- All motions shall be seconded, including, without limitation, motions to approve the minutes and to end/adjourn the meeting.

- Any member may make a motion for clarification of procedure, at which point the presiding officer will ask the person to state their question and will attempt to clarify the situation.
- If a matter is considered relatively minor or no opposition is expected, the presiding officer may make a call for unanimous consent by repeating the request and then pausing for objections. If no objections are heard, the motion passes.
- The presiding officer shall have the right to accept interruptions of a meeting agenda to address issues of safety or comfort, or to address issues raised by members to facilitate the full participation of members in the meeting.
- The decision of the presiding officer regarding operational matters in a meeting shall be final and shall not be appealable.
- The decision of the presiding officer regarding “points of order” in a meeting shall be appealable to the entire BOD, upon a written appeal therefor setting forth the details of the decision, the position upon which the member seeks an appeal, and the substantive basis therefor. The decision of the BOD on such appeal shall be binding.

Hosting In-Person / Hybrid Meetings

For in-person meetings, the EC will identify meeting areas and ask RNO members to help host meetings. RNOs wishing to host a meeting should advise the president or secretary as soon as possible since some venues require a reservation 6-12 months in advance. The INC annual budget includes funding for meeting refreshments to share the burden with the hosting RNO.

Host Responsibilities

Venue Reservation/Use

- Reserve the facility with proper authorities.
- The facility should have handicap-accessible parking and access.
- Advise INC as soon as possible of the building location and any special notes about getting there, parking, and access for persons with disabilities.
- Venue must have Wi-Fi available and accessible.
- Ensure access to the building for INC by 7:45 AM.
- Clean up.

Room Setup

- Sign-in table and table for handouts (newsletters, brochures, etc.).
- Table(s) for food and beverage service.
- Seating for at least 30 people for hybrid meetings (45 for annual meeting)
- If needed, projector, screen, electrical power cords, microphones, speakers (INC has if needed; verify types of cables needed).
- For hybrid meetings, set up of audio and video communications, including Internet access and password (with advance notice INC would buy WiFi hotspot if needed)

Presentation Announcements

- Welcome from the host representative and any “housekeeping” notes (restroom locations, recycling bins, etc.).
- Invite and introduce the respective city councilperson.

Meeting Refreshments (estimate 30–45 attendees) — responsibility may be shared with INC

- Coffee, cream or creamer, sugar, sugar substitute, stirrers
- Hot water for tea
- Water — if water fountains are not available, delegates should be asked to bring their own reusable water bottles.
- Light snacks.
- Serving and eating utensils, napkins and/or small paper plates.
- Pursue zero waste with reusable cutlery, cups, plates, and bowls. If reusables are unavailable or dishwashing is not possible, compostable options should be used.
- Note: Back-up plan for left overs (e.g., homeless shelter, food pantry).
[The Bill Emerson Good Samaritan Food Donation Act provides a strong federal baseline of protection for food donors. It covers individuals, businesses, nonprofit organizations, the officers of businesses and nonprofit organizations, and gleaners. A donor must donate in good faith to a nonprofit organization that distributes the donated food to needy populations, and the food must meet all quality and labeling standards imposed by federal, state and local laws and regulations.]¹

INC Responsibilities:

- Email members the agenda, meeting date/time, and location at least seven (7) days before meeting, and also post on the INC website.
- Post INC directional signs.
- Provide handouts, sign-up sheets, ballots, etc., as needed.
- Conduct meetings and introduce speakers after introductory remarks by host.

COMMUNICATIONS

Newsletters, meeting invitations, and agendas are sent electronically to all RNO members and associate members. INC maintains a Zoom account, which may be used by committee chairs for their meetings. Videos of Zoom delegate meetings and forums are posted on INC’s YouTube channel within a reasonable amount of time (usually the following week).

INC’s website is <https://www.denverinc.org>. Start Logic is the ISP. The webmaster is responsible for maintaining the website and posting information as requested by the EC. Minutes of all EC and delegate meetings are posted on the website within a reasonable amount of time.

¹ <https://policyfinder.refed.org/colorado/>

All EC members with access to online accounts agree to maintain the privacy of login information.

Email lists of members may not be used for any non-INC purposes or for personal purposes (e.g., soliciting votes for an INC election).

INC has a SurveyMonkey license, which permits unlimited responses and opportunities to conduct longer, more in-depth surveys than “free basic” accounts. It also stores surveys so they can be re-issued in the future.

OPERATIONAL AND PROGRAM COMMITTEES

As stated in Article X of the Bylaws, standing operational committees include the Budget, Nominating, Membership, Communications, and Audit committees (Sec.10.03). Standing program committees include Climate and Sustainability, Parks and Recreation, Transportation, and Zoning and Planning (Sec. 10.04). The BOD has also established an Awards Committee and a Diversity, Equity and Inclusion Committee as standing operational committees, and an Education Committee as a program committee. Special interest committees may be appointed by the president, with the approval of the BOD, as the need arises to address issues or matters to further INC’s mission, purpose, or operations (Sec. 10.05). The president is an ex officio member of all committees. Any RNO member or associate member may participate in committees. However, the committee chair or co-chair must also be an INC delegate named by their RNO. Committee chairs will routinely report their activities at EC and delegate meetings. Requests by a committee to take an action (such as a survey) will be presented to the BOD for a vote.

Duties and Responsibilities of Committee Chairs

All committee chairs, in coordination with committee members, are responsible for developing meeting agendas, publicizing meetings, soliciting members, and documenting meetings through minutes and/or video/audio recordings.

Standing Operational Committees

Audit Chair

- Usually headed by the Budget Committee chair.
- Review INC’s annual financial records and statement; make recommendations for categorizing income and expenses.
- Determine if a formal audit is required.

Awards Chair

- Confirm event date with EC six months before event.
- Determine menu or refreshments.
- Send “save-the-date” announcements to sponsors, RNO members, City Council persons, and city government departments four months before the event.
- Establish a price for non-member RNOs as appropriate.
- Send invitations one month before the event, and request confirmations and payment from non-members.

- Coordinate event details (menu, decorations, special needs) with the venue.
- Decide if there will be a program or speaker in addition to the awards presentation.
- Provide nametags and greet guests upon arrival.
- Arrange for silent auction payments.

Budget Chair

- Outline planned income and expenses for the upcoming year and provide guidance for the oversight of the INC treasury throughout the year.
- Communicate with all INC committees (program, standing, and special) for budget submissions by November or December for the following year.
- Review budget proposals and works with submitting committees if adjustments are needed.
- Present the budget to the BOD for approval, and to the members for information.
- Review unplanned expenses and make recommendation to the BOD.
- Recommend people to serve on the Audit Committee; determine if a formal audit is needed in any given year.

Communications Chair / Webmaster

- Maintain the website at denverinc.org; backup data as needed.
- Coordinate with the treasurer to ensure that all renewal and other fees for the website and domain registration are promptly paid.
- Send out announcements of electronic or hybrid meetings and reservation requirements at least 14–21 days before delegate meetings.
- Send out the monthly agendas for EC and delegate meetings (prepared by the president) 7 days in advance of the meeting.
- Post video recordings of delegate and committee meetings to INC’s YouTube channel and provide those links to INC’s members. Send out member newsletters.
- Maintain a list of all login and password information for INC online accounts, and share with appropriate individuals, as needed.
- Immediately change passwords if an EC member (officer, director, or committee chair) with access to passwords resigns or is removed from office, and share new passwords with appropriate individuals as needed.

Diversity, Equity, and Inclusion Chair

- *Need list of duties and responsibilities when developed.*

Membership Chair

- If there is no active Membership Chair, the president in consultation with the BOD will identify a temporary chair.
- Confirm with the secretary that there is a quorum at each delegate meeting, either in-person or electronically.
- If a vote is taken electronically, confirm with the secretary that a quorum of paid RNO members has responded to the call for votes.
- Confirm with the treasurer that payment has been received to determine if an RNO is a member in good standing.

- Notify RNOs and associate members when their membership is due for renewal.
- Be responsible for membership renewal activities.
- Ensure contact information for RNO members and associate members is up-to-date.
- Maintain the confidentiality of all email lists and do not distribute outside of the EC.
- Solicit non-member RNOs.

Nominating Committee Chair

- Solicit nominations for office and delegate-at-large positions.
- Review all nominations received and provide the list of nominees to all RNO members at least 10 days before the annual meeting.

Standing Program Committees

Standing program committees currently included in the Bylaws are Climate and Sustainability, Parks and Recreation, Transportation, and Zoning and Planning, and the BOD has established an Education Committee. Committees and their chairs should:

- Meet with members of city and state departments, agencies and other organizations working on committee topics.
- Determine topics that are timely, interesting, and informative, and find speakers to present on them.
- Assist and advise RNOs in how to be most effective in working with departments, agencies, and other organizations to address issues and achieve committee purposes and related goals relating thereto.
- Maintain contact with Denver agencies and the Office of the Mayor in order to promote the interests of RNOs and any Official Positions taken by INC related to the committee topic serve as an advocate for community participation in current and future projects related thereto.
- Provide a concise description of the focus and range of topics of the committee, to be included on the INC website in order to invite members interested in engaging in the committee's efforts.

As a reminder, committees cannot take positions on behalf of INC. Committees may recommend official positions for the INC delegation's consideration following the Official Position Motion process as set forth in the Bylaws.

INC FINANCIAL OPERATIONS

Annual Budget Process

Budgets will be completed and approved no later than the first BOD meeting in January and posted on the INC website. RNO members will be subsequently notified of the approved budget.

Committee budgets must be approved by both the Budget Committee and the BOD. Planned expenses must be well defined and justified. Any approved purchases must be accompanied by receipts. Committees must submit budgets for events and expenses over \$500 by November 30 to the Budget chair and/or treasurer.

No committee chair may sign contracts or make commitments on behalf of INC without advance approval of the BOD, president, or treasurer.

New project requests must be submitted with the following information:

- Project overview
- Goals or desired outcome
- Requirements to make it happen
- Cost
- Whether or not costs will be offset by other revenue
- Person responsible for the project and date of implementation

Operating budgets will be balanced; however, with the permission of the BOD surplus funds from the previous year may be allocated to cover any shortfalls in a new budget.

The budget for the INC Community Fund will be prepared and adopted at the same time as the operating budget.

Any committee expense request outside the budget cycle must be submitted to the BOD for approval in advance, along with explanatory information as outlined above.

Audits

The audit committee, which is typically headed by the Budget Chair, should include three people other than the treasurer and president.

INC Accounting Procedures

The fiscal year is January 1 to December 31, and a cash basis accounting method is used. Operating accounts (checking and savings) are at BOK Financial, and the charitable Community Fund, where all donations are deposited, is at FirstBank. Community fund accounts are to be kept strictly separate from operating accounts.

Record Keeping

The treasurer is custodian of all funds. Either the treasurer or president may deposit funds into the bank accounts. If the president makes deposits, the deposit slip copy and deposit receipts are to be promptly provided to the treasurer.

Paper and/or electronic records and receipts should be retained in accordance with generally accepted document retention policies (generally 7 years for financial records). Outdated records/receipts shall be shredded or destroyed by the treasurer.

Expenses

The treasurer will write checks, and all checks require signatures of both the treasurer and the president.

Expenses submitted to the treasurer for reimbursement require valid receipts and approval by the corresponding committee chair or president. Approvals may be directly signed on the receipt or an attached signed form.

Amounts requiring approvals:

- \$0 to \$500 – Committee chair
- \$501 and above – Committee chair, president

As discussed under the “Annual Budget Process” section, expenses exceeding the annual budget must be submitted for approval in advance by the BOD.

At least two bids should be sought for other-than-miscellaneous supplies, and for items costing more than \$250.

As a nonprofit organization, INC is exempt from local and state sales taxes. Tax ID numbers are available from the treasurer. Whenever possible, vendors who will honor INC’s non-profit, tax-exempt status should be used.

Expenses submitted for reimbursement are to be paid in a timely manner (within 10 days) and if there is to be a delay, the treasurer will advise the submitter/vendor about the reasons for a delay and when to expect reimbursement.

AWARDS, GRANTS, AND VOLUNTEER RECOGNITION

INC has traditionally given awards to recognize the efforts of community groups and individuals who have contributed to the improvement of Denver’s communities. The president appoints the Awards Committee chair, who then recruits committee members to solicit award nominees, review the nomination forms, and select the recipients. The selection committee will consist of an odd number of people to prevent tie votes. If the voting committee is the EC, the president will refrain from voting unless there is a tie. The committee should coordinate with the awards recognition committee to present the awards at an annual dinner or other event.

Recognition Awards and Criteria

All nominees must be evaluated according to the criteria stated below. Awards do not have to be given in every category every year.

The Awards Committee should establish criteria and point systems when more than one group or person is being considered for a top award to ensure that the award is based only on the merits of the contributions.

The BOD and/or committee may limit the number of “Neighborhood Star” awards (currently 10 per year).

The Awards Committee will establish due dates for nominations, develop a budget for recognition plaques (Farmers Engraving has been used for this service in the past), select recipients (with BOD approval), recommend the most appropriate means to present the awards (at a dinner or other INC event), prepare award presentation text, and solicit photos of recipients to submit with script copy. Recipients should also know the plan for receiving awards (e.g., acceptance speeches/no speeches). Awards should be made from renewable or recyclable materials.

Person of the Year — Virginia Oredsen Memorial Award

The Virginia Oredsen Memorial Award honors a person who:

- Has established a record of long-time, selfless community service and has encouraged and motivated others to volunteer their services to engage in community improvement.
- Is a coalition builder for the greater good of Denver.
- Has encouraged Denver neighborhoods or citizens to work together across neighborhood boundaries to solve community problems.
- Has worked beyond their own respective neighborhoods in their efforts.

Public Safety — Bill Gross Memorial Award

Public safety includes crime reduction, fire prevention, enhancing emergency response, support for the disabled/senior communities, and prevention education. This award honors a person(s) who:

- Has a strong record of working with their neighborhood and/or the City to improve public safety within their community.
- Has made Denver a safer place in which to live through their specific contributions.

INC Environmental Sustainability Award

This award was established in 2018 to honor efforts by a neighborhood or an individual within a Denver neighborhood who contributes to environmental sustainability, which means living within the resources of the planet without damaging the environment now or in the future. Examples include:

- Conserving water, xeriscaping
- Reducing energy consumption, improving air quality
- Recycling, composting
- Reducing toxins, preventing pollution
- Maintaining and improving open space, waterways, parks

Outstanding INC Delegate — Walt Kembel Memorial Award

The Walt Kembel Memorial Award honors a person who:

- Is a current INC delegate from a member RNO organization and may include being a member of INC's EC, and/or
- Has contributed to INC during the past year over and above normal expectations to develop and promote the organization, and/or
- Has moved INC forward or in new directions in creative or unexpected ways, and/or

- Has represented INC on citywide projects in an exemplary manner.

Neighborhood Stars

Neighborhood Stars are nominated for that award by an INC member and honor a person who has:

- Made a positive difference within their respective neighborhood,
- Worked individually or with a group over the past year on causes or projects that improved the appearance or the quality of life within their own neighborhood, and/or
- Served the neighborhood and its organization in extraordinary ways.

President's Award

- Acknowledges a person or group who does not qualify for one of the awards above (e.g., Visit Denver was the first recipient of this award for their long-term sponsorship of the INC Awards Dinner).
- The President determines the recipient, and the award may not be given every year.

Lifetime Achievement Award

- BOD decision.
- Recipient must be an RNO member.
- Person must have demonstrated positive contributions over a long period of time to better Denver's communities.

Monetary Awards and Grants

Youth Group Civic Engagement Awards

- Cash awards started in 2018 to recognize achievement by school groups.
- Awards may be recommended by the Awards Committee or the Education Committee and are preferably given for engagement in community or neighborhood programs (such as, tutoring, sustainability programs, community outreach). Groups should be the primary award recipients, although individuals may occasionally also receive awards.
- Awards are based on objective criteria to facilitate comparing and ranking proposals.
- Approved by the BOD.

Charitable Works

- One-time monetary donations to community groups to support programs and outreach efforts. In the past INC made donations during the COVID-19 pandemic to various community groups involved in food pantries and outreach programs.
- May be proposed by any INC member or committee.
- Approved by the BOD.

Community Building Grants

- One-time monetary grants to other organizations to promote community projects. In the past grants have been given to the Denver Architectural Foundation for Doors Open Denver and Denver Decides.
- May be proposed by any INC member or committee.
- Approved by the BOD.

Grants to Member RNOs

- One-time monetary grants given to INC member RNOs to assist in their operations, e.g., printing a newsletter.
- RNOs apply to Awards Committee for grant.
- Approved by the BOD.

Dinner or Awards Recognition Event

The primary purpose of an annual awards event is to honor award recipients. In the past this has been a dinner, the cost of which has been underwritten by sponsors so that it is free to RNO delegate members. If the cost is not fully underwritten by sponsors, the BOD may decide to charge for attendance. The goal is to break even on the dinner's cost and to use any associated revenues for INC activities.

If a dinner is held to honor award recipients, the Awards chair is responsible for appointing committee members. Committee members should be recruited at least nine months before the event in order for a suitable venue to be found and reserved. The committee will decide the guest list (who, how many), venue, budget, emcees, entertainment, and themes. The overall plan and budget is presented to the BOD for approval before commitments are made for the venue and special speakers.

If INC signs contracts, it must comply with tax exemption procedures of that venue.

Silent auctions or other fundraising efforts may be tied to the event.