TU's Volunteer Leadership Manual

June 2017 edition

You are probably reading this manual because you have taken on the exciting and rewarding responsibility of playing an active role in a Trout Unlimited (TU) council or chapter. As a volunteer leader, you join a long tradition of forward-thinking anglers and conservationists who have led the fight to conserve, protect, and restore North America's trout and salmon fisheries and their watersheds. Volunteer leaders like you have been at the forefront of protecting trout and salmon waters throughout America, from little-known local streams like the Nissitissit in Massachusetts to world-famous rivers like the Big Blackfoot in Montana. Leadership in TU is challenging, and, depending on your position, could involve arranging projects, organizing trips, recruiting new members, coordinating youth education programs, fundraising, and acting as a spokesperson to media, elected officials, and the general public.

The objective of this manual is to provide guidelines and resources to help you run your TU chapter or council and participate in national-level activities. If you have additional questions or require assistance, please reach out to your volunteer operations staff. Congratulations on your role as a TU volunteer leader. The time and energy you commit to TU is crucial to the conservation of our nation's coldwater resources.

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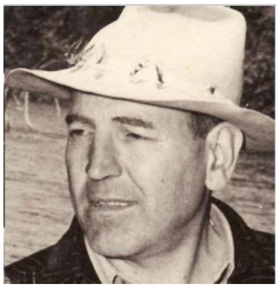
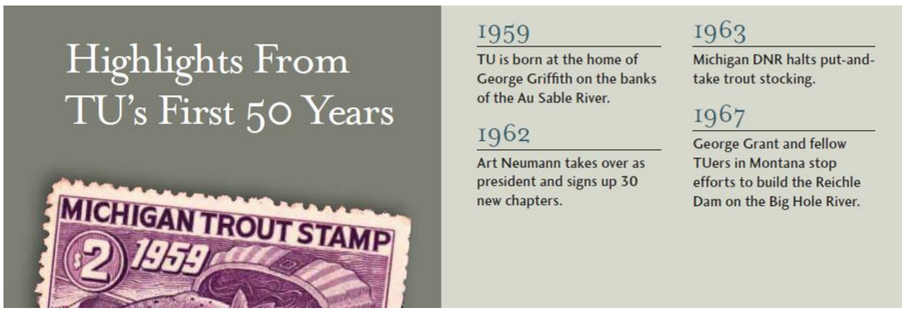
Chapter 1: A Short TU History

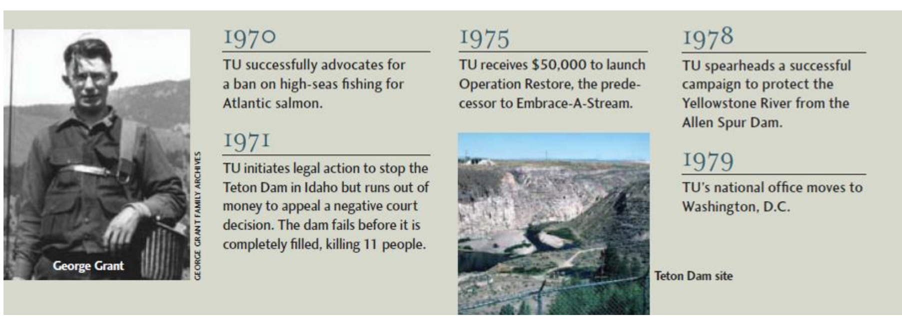


Founded over 50 years ago on the banks of the Au Sable River near Grayling, Mich., the 16 fishermen who gathered at the home of George Griffith *(pictured, left)* were united by their love of trout fishing, and by their growing disgust with the state's practice of stocking its waters with "cookie cutter trout"—catchable-sized hatchery fish. Convinced that Michigan's trout streams could turn out a far superior fish if left to their own devices, the anglers formed a new organization: Trout, Unlimited (the comma was dropped a few years later).

From the beginning, TU was guided by the principle that if we "take care of the fish, then the fishing will take care of itself." And that principle was grounded in science. "One of our most important objectives is to develop programs and recommendations based on the very best information and thinking available," said TU's first president, Dr. Casey E. Westell Jr., "In all matters of trout management, we want to know that we are substantially correct, both morally and biologically."



In 1962-63, TU prepared its first policy statement on wild trout, and persuaded the Michigan Department of Natural Resources to discard "put-and- take" trout stocking and start managing for wild trout and healthy habitat. On the heels of that success, anglers quickly founded TU chapters in Illinois, Wisconsin, New York and Pennsylvania.



TU won its first national campaign in 1965: stopping the construction of the Reichle dam on Montana's Big Hole River. Five years later, TU helped secure a ban on high-seas fishing for Atlantic salmon. And in 1971, TU took legal action to protect the last free-flowing stretch of the Little Tennessee River. Perhaps one of the most significant early applications of the Endangered Species Act, the action stopped the Tellico dam, but only temporarily: an eleventh-hour congressional appropriations rider later doomed TU's victory.

In 1979 TU's headquarters moved to Washington, D.C., where it remains today. Driven by a powerful and dedicated grassroots network, TU is meeting the challenges of coldwater conservation and protecting our rivers and fisheries for generations to come. We now have over 220 TU staff in 22 states and are working off of a $50 million annual operating budget. In fiscal year 2016, TU's 389 chapters and 36 councils:

- Contributed 725,551 volunteers hours
- Total volunteer hours valued at $17,093,981.56 (using the Independent Sector's estimated value of volunteer time $23.56/ hour)
- Held 1,086 conservation projects on local streams
- Engaged youth with 1,641 education projects

- Served veterans and their families with 588 events and activities
- Raised $10,825,145 in revenue
- Spent over $9,451,974 on conservation, education and other local projects

Chapter 2: TU's Organizational Structure

Membership

TU has 300,000 members and supporters. There are a number different types of membership from a Stream Explorer youth member ($12/year) to a Life member ($1,500.) All members receive *TROUT,* TU's award-winning magazine and are placed into a local chapter of their choosing.

Chapters

The chapter is a group of members in a local area given a charter by TU's Board of Trustees in order to carry on the TU mission in their area. According to TU's bylaws, Article II, Section 3: "all members in good standing of Trout Unlimited residing within the boundaries of that area shall be automatically assigned to the membership roster(s) of that chapter and/or council and be members thereof. However, any member so assigned to an area chapter and council shall, upon request, be reassigned to any other chapter of choice regardless of location." Every new TU member is assigned by zip code to a chapter and gains the benefits of chapter membership, which normally includes receiving the chapter newsletter or e-newsletter, invitations to chapter meetings, events or projects. Chapters range in geographic size from a single watershed to an entire state and in membership size from less than 20 to over 4,000. Each TU chapter is unique based on its specific context, geography, membership and history. Because TU is a publicly supported 501(c)3 organized under a group exemption, each chapter (and council) is required to have its own employer identification number (EIN) and file its own tax forms with the IRS. TU chapters; therefore, are financially independent of the national organization. To be chartered, a TU chapter must contain at least 12 TU members in good standing and a six-member board of directors. Establishing a new chapter takes place through an application process that involves working closely with the local TU council to determine chapter boundaries, bylaw provisions, and other administrative details. More details on how to form a chapter of TU can be found in the Tacklebox.

Councils

Chapters in a region are organized into a council. Most are organized by state boundaries; however some councils are made up of more than one state (for example the Mid-Atlantic Council which serves Maryland, Delaware and Washington D.C.) Some chapters operate outside of the council structure due to the lack of nearby chapters (for example 607 - Sagebrush Chapter in Nevada.) In most cases, the council serves as an umbrella organization for its chapters, state-wide. The council officers are made up of volunteers from around the state who may have previously or are currently serving as officers or directors of a local chapter. Council officers are elected by chapter representatives. Councils are the key link between the TU staff and local chapters and play a critical role in advocating for trout and salmon at the state level. The successful operation of a TU council is very much dependent on the degree and depth of commitment of the chapters and the council leadership. The council is not simply another chapter and should be regarded as a coalition, the vital thread that binds all the chapters together for mutual support and assistance. The council; therefore, deserves the active participation of every chapter in its state. Like a TU chapter, councils are required to have their own employer identification number (EIN) and file their own tax forms with the IRS. Councils are financially independent of the national organization.

The National Leadership Council (NLC)

The role of the National Leadership Council (NLC) and its rules for functioning are detailed in Article IV. of the TU bylaws. The NLC is the volunteer body that helps to set the direction of TU and is made up of one representative elected from each state council. The NLC has three purposes:

- Establish the National Conservation Agenda (NCA)
- Facilitate implementation of the National Conservation Agenda (NCA)
- Build the organizational capacity of TU

The NLC accomplishes these three tasks by being a conduit between councils and TU national. NLC Representatives bring issues and concerns from their states to the national level and then bring decisions and initiatives from the national level back to their councils. The NLC meets annually in person at the Annual Meeting and via teleconferences throughout the year. There is a stipend provided to each council to help cover the costs of NLC Representatives attending the Annual Meeting. NLC Representatives also serve on workgroups that focus on specific conservation or organizational issues that span more than two states. NLC workgroups are established to address regional or organization-wide issues. These workgroups are composed mainly, but not exclusively, of NLC members and are supported by one or more staff members. There are two main categories of workgroups: conservation and organizational. The current NLC workgroups are:

Conservation Workgroups
Great Lakes
Native Trout
Tailwaters
Delaware River
TU DARE (Driftless Area Restoration Effort)
Responsible Energy Development
Land Conservancy
Access
Climate Change
Hard Rock Mining

Organizational Workgroups
Diversity Initiative
New Initiatives
Grassroots
Communications
Youth Education

The composition and tasks of workgroups will change with time. To find out more about current NLC workgroups ask your council's NLC Representative.

The purpose of the National Conservation Agenda (NCA) is to chart the course for all components of TU – national staff, councils, chapters and members – to work together on a shared enterprise to implement TU's mission. The most recent NCA was adopted in September of 2016 and can be viewed in full online.

Board of Trustees
TU's Board of Trustees (BOT) guides the organization. The BOT, consisting of 32 individuals, meets in person three times a year to review and approve financial and organizational decisions. The nominating committee of the BOT nominates individuals to be the twenty-two "at-large" members of the BOT. The chair and secretary of the NLC fill two of the BOT positions. The remaining eight positions on the BOT are filled by "grassroots trustees" nominated by the NLC. Generally, BOT members can serve up to three consecutive two-year terms, but corporate officers and the chairs of standing BOT committees may serve for more than six consecutive years.

TU's governance structure and the relationships between the different levels of the organization are spelled out in TU bylaws.

National Staff
TU currently has over 220 staff, approximately 25 of whom are in the home office in Arlington, Va, outside of Washington, D.C. The remaining staff is spread out in field offices around the country. A directory of TU staff, including contact information, is included on the TU national website.

As a volunteer leader, your primary contact on staff are the members of the Volunteer Operations department, who can advise and support the majority of your work and help connect you to the appropriate staff and resources if needed.

Chapter 3: TU's Strategic Plan

In 2007, TU initiated a strategic plan that helped us to develop more effective metrics for setting priorities, and assisted in the significant growth of the organization. Even with that growth, we realized we were not on a trajectory to achieve our organizational vision. Specifically, the problem was that the rate of decline of trout and salmon habitat due to development pressures and climate change was outstripping the good work that TU and others were doing to conserve and restore habitat. To address the challenge, in 2015, the Board of Trustees appointed a strategic planning committee comprised of members of the board, grassroots, and staff with the charge of developing a plan that would place us on a trajectory to achieve the TU vision.

TU Mission: To conserve, protect, and restore North America's coldwater fisheries and their watersheds.

TU Vision: By the next generation, TU will ensure that robust populations of native and wild coldwater fish once again thrive within their North American range, so that our children can enjoy healthy fisheries in their home waters.

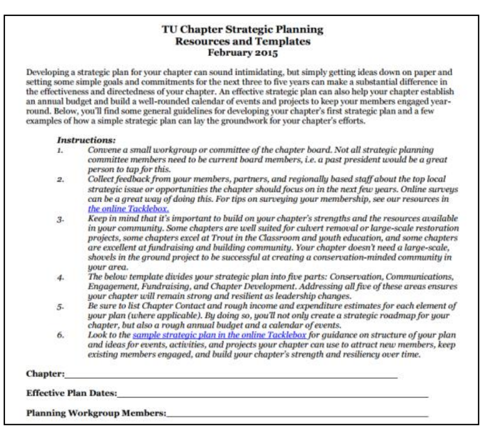
Elements of the Strategic Plan:
• Conservation (Protect, Reconnect, Restore, Sustain)
• Engagement & Communications
• Fundraising
• Organizational Strength

Statement of Intent: Conserve important lands and waters so that we realize our generational vision of wild and native fish conservation. We will accomplish this by:

- Building a high level of awareness for the TU brand—a brand that stands for engaging more anglers and others in the TU mission;
- Growing and diversifying our membership, staffing and organizational capabilities;
- Raising sufficient funds to protect, reconnect, and restore important lands and waters, and to sustain these efforts over time; and
- Working in collaboration and engaging in advocacy with other conservationists, agencies, and partners.

Core Values:

- We are driven by our mission, and all levels of the organization—members, staff, chapters, councils, NLC, and board—work together toward a common vision.
- We work to find solutions to problems rather than simply treating symptoms.
- We base our decisions on sound science and share our science to help guide other partners.
- We operate through collaboration and partnership.
- We are innovative and entrepreneurial.
- We are committed to excellence and to providing best in class service to our members, leaders, staff, and supporters.
- We are non-partisan.
- We believe that educated and informed anglers make good stewards.
- We are optimists and believe in a better future.



TU Chapter Strategic Planning
Resources and Templates
February 2015

Developing a strategic plan for your chapter can sound intimidating, but simply getting ideas down on paper and setting some simple goals and commitments for the next three to five years can make a substantial difference in the effectiveness and directedness of your chapter. An effective strategic plan can also help your chapter establish an annual budget and build a well-rounded calendar of events and projects to keep your members engaged year-round. Below, you'll find some general guidelines for developing your chapter's first strategic plan and a few examples of how a simple strategic plan can lay the groundwork for your chapter's efforts.

Instructions:

1. *Convene a small workgroup or committee of the chapter board. Not all strategic planning committee members need to be current board members, i.e. a past president would be a great person to tap for this.*
2. *Collect feedback from your members, partners, and regionally based staff about the top local strategic issue or opportunities the chapter should focus on in the next few years. Online surveys can be a great way of doing this. For tips on surveying your membership, see our resources in the online Tacklebox.*
3. *Keep in mind that it's important to build on your chapter's strengths and the resources available in your community. Some chapters are well suited for culvert removal or large-scale restoration projects, some chapters excel at Trout in the Classroom and youth education, and some chapters are excellent at fundraising and building community. Your chapter doesn't need a large-scale, shovels in the ground project to be successful at creating a conservation-minded community in your area.*
4. *The below template divides your strategic plan into five parts: Conservation, Communications, Engagement, Fundraising, and Chapter Development. Addressing all five of these areas ensures your chapter will remain strong and resilient as leadership changes.*
5. *Be sure to list Chapter Contact and rough income and expenditure estimates for each element of your plan (where applicable). By doing so, you'll not only create a strategic roadmap for your chapter, but also a rough annual budget and a calendar of events.*
6. *Look to the sample strategic plan in the online Tacklebox for guidance on structure of your plan and ideas for events, activities, and projects your chapter can use to attract new members, keep existing members engaged, and build your chapter's strength and resiliency over time.*

Chapter:____________________

Effective Plan Dates:____________________

Planning Workgroup Members:____________________

To read the full 2015 TU national strategic plan, visit the Tacklebox.

Council and Chapter Strategic Plans: "One TU"
For all the depth of talent and resources at our disposal, what sets TU apart from other big conservation organizations is our tremendous representation on the ground. TU's grassroots

members do precisely what the name implies: they root our work in the watersheds, communities and river beds of our mission. TU is most effective when we have multiple program areas and the full weight of our local membership all pulling with a common purpose on the same rope. "One TU."

Rounding up TU's resources at the staff, organizational and partner level, adding in the innumerable talents, indefatigable energy and passion of our membership, and then directing this powerful combined force toward a common target takes extra work, time and patience on all sides. And in our "One TU" effort, TU asks that chapters and councils develop and implement local strategic plans that closely align with the national plan. When all levels of the organization work together, we will surely be more effective than if we work apart.

We have developed planning templates and a sample chapter strategic plan to help chapters and councils identify and prioritize issues. The result of your work does not need to be a 50-page document. A simple plan, two to four pages long, can often be the best. The process of preparing the plan is almost more important than the plan itself. Although you should refer to the plan often over the course of a year, the communal thinking required to draft the plan will increase feelings of ownership, deepen the commitment of your chapter or council members, and provide a shared sense of direction and purpose.

Chapter 4: Chapter Focus

The Chapter Focus Project

There are 380 chapters of TU in the United States. This wealth of diversity is a tremendous strength for our organization. Local TU chapter leaders are constantly generating innovative ideas, successful solutions, and expanding the size and effectiveness of our grassroots base. Chapters are the key element for furthering the organization's excellence in conservation and TU's work on local, state, and national levels. To support the chapters in this role, in 2005 the NLC developed and the Board of Trustees approved a new system for increasing the effectiveness of chapters called the Chapter Focus Project. The fundamental goal of this effort is to help chapters evaluate and then increase their effectiveness in the four areas of: conservation, youth education, service to members and business practices. To do this, the Chapter Focus Project introduced three tools: the Chapter Effectiveness Index (CEI,) the Tacklebox, and the chapter rechartering process.

The Chapter Effectiveness Index (CEI) is a few questions at the bottom of the Annual Financial Report. It is to be filed at the same time (October 1-November 15) from year to year. The questions were developed to help chapters evaluate and quantify progress over time. Some chapters are inclined to score their progress on a 1-100 scoring scale; however, it's important to note that the CEI is meant as a self-evaluation tool only. Scores are only intended for chapter use to measure the chapter against itself, not against other chapters or any national standard.

To help chapters achieve their goals, volunteer operations staff developed the Tacklebox. This online resource was originally organized into the four core areas of focus for the CEI: conservation, youth education, membership tools and business practices; however over time new areas like chapter fundraising, board policies, etc... have been added. Each area has a list of downloadable documents and links. The Tacklebox is accessible to all TU members and is a great resource for any TU member active in their chapter, particularly if they are a committee member. Because it is an online resource, it is constantly updated and improved with new chapter programs, examples, tools, links and ideas.

Councils track their chapters' progress using their own set of rechartering criteria with which to recommend a chapter for recharter to TU national. Council recommendations are compiled by volunteer operations staff for the NLC and the Board of Trustees to approve at either the February or September Board meetings. For chapters that are showing measurable progress in effectiveness or a sustained high level of effectiveness, councils recommend rechartering. For chapters that are struggling, councils help them develop a reasonable plan for increasing their effectiveness and assist with carrying out that plan. Councils monitor chapter progress in conjunction with the chapter. If progress is made (as determined by the council) then councils recommend rechartering. If progress is not being made, then councils recommend dechartering and,upon the BOT's approval of the recommendation, the chapter's members will be reassigned to active chapters. When a council deems a chapter ready for decharter, the council should first contact the members of the chapter, alerting them of the decision and giving these members an option to choose another chapter or let them know in which active chapter they will automatically be moved. Every chapter must be recommended for rechartering (or dechartering) every four years. Chapter rechartering status and deadlines are available for review in the Tacklebox.

Chapter Conservation

The TU Strategic Plan identifies four points for our conservation strategy:

1. Protect high quality habitat for native and wild coldwater fish.
2. Reconnect fragmented fish populations and habitats by improving instream flows and removing fish passage barriers.
3. Restore watersheds by working in collaboration with others.
4. Sustain our conservation efforts by inspiring and training present and future generations of conservation stewards.

Local conservation projects are at the very heart of what we do. Every TU chapter should be directly involved in conservation whether it is an in-stream project or advocacy.

Many chapters are involved in advocacy, working to influence policy, at the local municipal or county level. Councils are involved in advocacy at the state level. More information about being an effective advocate for coldwater resources can be found in the publication, *Speaking for Trout and Salmon.* Advocacy campaigns are most effective when they involve a large number of people. For this reason, it usually makes sense to work with other chapters, your council or TU national staff when engaging in advocacy. Remember that due to TU's status as a 501(c)(3) organization, chapters or councils may not endorse or oppose any candidate for public office; must strictly account for the portion of their activities devoted to lobbying; and cannot donate money to a non-501(c)3 organization or a 501(c)3 organization that does not further TU's mission. These requirements are explained more fully in the chapter on "Liabilities and Risk Management."

For more information and examples on chapter protect, reconnect and restore projects, visit the Tacklebox.

Chapter Youth Education

Once TU has protected, reconnected, or restored a waterway, it is crucial to both sustain and continue to grow the work that has been done. To sustain our work, we must engage local communities, especially the youth, to help them understand what we have done, and why. To continue to grow our efforts, we need to collaborate with communities to identify what still needs to be done. To that end, watershed-based environmental education and home-waters oriented fishing education are crucial to TU's mission. TU has been working with youth almost since the very beginning. Many chapters had an early interest in youth education, and some piloted creative programs. In recent years, most chapters have engaged in some youth outreach activity.

TU's Headwaters Youth Education Initiative is based around five core values, as defined in 2012 by a working group of the National Leadership Council, made up entirely of grassroots members of TU. This committee of volunteers identified the following as the core values of TU's youth education and outreach work:

- Our Next Generation: Sharing the values of Trout Unlimited with the conservationists of tomorrow.

- Our Native & Wild Trout: Educating youth in the science of fish and their ecosystems.
- Our Coldwater Resources: Protecting, restoring, and being stewards of lakes, rivers, and streams.
- Our Angling Heritage: Engaging in the activity, ethics, and community of fishing.
- Our Responsibility: Maintaining safe, accessible, and enjoyable opportunities for young people.

Any TU youth education or outreach event, whether led by volunteers or staff of TU, addresses at least two, and often more than two, of these core values. A good place to start when planning an education project is consulting the Tacklebox or Youth Education staff. For a comprehensive description of all the types of youth education and outreach activities done by TU chapters, councils, and staff across the country, please see TU's One TU Youth Education Report.

Chapter Veterans Services Partnership Programs

TU is uniquely positioned to build on our unique brand of "conservation, community and fishing" to engage and support to our nation's veterans in hundreds of communities across the country.

The Veterans Service Partnership (VSP) began in January of 2011 as an initiative to serve our nation's veterans and active military, able and disabled, their spouses, and their families and involve them with TU chapter activities with the ultimate goal of engaging them in meaningful and sustaining ways with the TU community locally and the mission more universally.

The greatest selling point for the VSP is our network of 300,000 members and supporters that operate out of over 400 chapters across the country. Each chapter is a ready-made community of passionate conservationists and anglers. Each participant in the VSP program receives a complimentary membership to TU and is automatically assigned to a TU chapter. For many served by TU's VSP, they are quickly integrated into their chapter community which becomes a safe haven where veterans can serve and be served in return. The chapter is a place where friends are made; where someone comes to learn fly tying and then returns to teach it; and it's a place where a passion is born and a commitment to protect the resource is fostered.

The VSP was created to be a resource at the national level to help foster and support this important work in chapters and communities across the country. Our VSP chapter program guide is a good place to start. However, please know that every chapter and every community approaches things a bit differently. There is no one size fits all approach or way to do this "right." So, please don't hesitate to reach out to our VSP staff to talk about your unique situation so that we might help support you with resources catered to your specific needs.

Chapter Service to Members/ Communications

Communicating to your membership what your TU chapter is doing is, in some respects, as important as what you actually do. There are many ways to reach your membership. There are the tried and true methods such as phone trees or face-to-face meetings, and more tech savvy options such as websites, blogs, Twitter, and Facebook. These are all great strategies and should be incorporated into your chapter communications plans.

Chapter meetings are a great way to keep in touch with members. Many chapters have meetings on a monthly basis and are scheduled the same day (for example, the first Tuesday of each month.) Business is discussed, information is passed on, and future plans are made. Many chapters include an entertainment element, such as a guest speaker or fishing-related presentation, to help inform their members of local, regional, or national topics of interest. It is important to remember that your members' time is valuable and that keeping chapter meetings consistent, organized, and to the point, is a great way to keep members coming back and increase their involvement. The chapter president should facilitate the meeting and be prepared with an agenda that is followed throughout the meeting. Being inclusive of new members and actively involving them will help to grow membership. Create a social, yet controllable and effective, atmosphere where comments are shared yet decision making can be done.

By most accounts the chapter newsletter and e-newsletter are still the most important vehicles used to disseminate information to chapter members. The newsletter, as a monthly publication, will keep chapter members informed about chapter meetings, events, and issues that are important to TU.

The printed newsletter can also be the single biggest expense of a chapter, so establishing funding should be a priority. The cost of publishing a newsletter can be covered in a number of ways. Selling advertising can certainly cover much of the expense; however it's important to note that if your chapter receives annual revenue from advertising over $1,000, the IRS qualifies that as unrelated business income and requires the chapter to file an IRS Form 990-T. For more information on unrelated business income, see the chapter on "Liabilities and Risk Management." Some chapters solicit donations from their members to cover the mailing and printing costs, but in accordance with TU's bylaws, chapter dues cannot be required for chapter membership nor can they be a requisite for receiving the newsletter or e-newsletter. Another strategy for reducing costs, particularly for large chapters, is to acquire a bulk mail permit or to contract with a bulk mail company to print and mail your publication. Anyone wanting to mail via nonprofit rates will have to prepare a letter on TU letterhead for the USPS that reads something like this: "Please accept this letter as a request for a non-profit status extension to the post office located in City, State Zip. Trout Unlimited established permit number is 0389596. This number resides at the Merrifield, VA post office." There is also a form that needs to be completed. It can be obtained from the Post Office. Depending upon the mailing, the associated fee may chew up the postal savings.

In an effort to reduce the costs of publishing and reach members in their preferred medium, your chapter should offer to deliver the newsletter via e-mail to as many members as possible. When e-mailing to a group as large as a chapter's membership, please remember that we must be compliant with federal C-SPAM requirements. These restrictions include, having an obvious way for e-mail recipients to opt out of the e-mail chain, inclusion of a physical address, a clear statement of why they are receiving the e-mail, etc… Failing to adhere to federal C-SPAM law could have significant consequences to your chapter. Because of this, TU offers volunteers the ability to easily e-mail council/chapter membership with the utmost regard for a member's privacy and preferred communication preferences through the Leaders Only Tools section. This tool is designed as a way for you to communicate important information to your membership without concern for C-SPAM violations or costs associated with e-mailing vendors. Visit the Leaders Only Tools section to learn more.

In order to send your chapter newsletter/ e-newsletter, you will need access to the member roster from the Leaders Only Tools section. The roster syncs nightly with the information that we have in our database at TU national; therefore, the information displayed in your roster matches all of the information we have on file for that member. Download your roster… what do you see? Chances are you see holes in the data like, missing e-mails, bad physical addresses and even a few typos. It is always best for a TU member to update his or her own information by calling: 1-800-834-2419, e-mailing trout@tu.org, but we know that in many cases this just doesn't happen and oftentimes chapter member will look to you as the go-between to TU national and will ask you to update their information. As a volunteer leader, you can quickly and easily update a member's contact information on your roster using the "Update Member Contact Information" form available in the Leaders Only Tools section of tu.org. The form makes it fast and easy for chapter and council officers and membership chairs to log in and update a member's email address, phone number, address or other information. To update a member's contact information:

1. Login to the Leaders Only Tools on www.tu.org
2. Click "Update Member Contact Information" in the council or chapter resources section
3. Search for the member whose information you would like to change (you can search by first name, last name, email address or membership number)
4. Click the edit button to open the member's contact information form
5. Make your changes and click the "Edit" button to save the information

Despite the changing digital climate and move towards social media, chapter websites remain an important means to communicate with chapter members and the general public. Setting up a website requires the talent and skills of somebody experienced in the field but in many cases this person can be found within the chapter. This is also another venue to get the newsletter out to members. Chapter websites should always include the TU mission, contact information, a list of the Board of Directors, meeting dates and times. In the Leaders Only Tools section of the website, be sure to keep your chapter information up to date. The information input here will be displayed under the public, "Chapter/Council Contacts" page.

Your chapter should also consider joining TU's growing online community. Learn more about the TU online community in this FAQ section, you can also develop a custom chapter website for free within the TU website. Click here for information on developing a free chapter website.

Have your chapter represented in social media. Whether through a Blog, Facebook, YouTube, or the latest, greatest thing… social networking mediums are fantastic ways to recruit a younger generation of members and leaders – something that continues to challenge many chapters.

With all the various communication options available to chapters today, please refer to TU's Style Guide in the Membership Tools section of the Tacklebox for guidelines on how to use the official logo. You can also download the TU logo online. Free custom chapter logos are available for design by contacting your Volunteer Operations department.

Chapter Cash Management and Internal Controls

Budgeting should be at the top of the list of important tasks of every chapter leader. An active chapter can raise and spend a significant amount of money, and effective budgeting allows the chapter to make the most of its income and enjoy greater success with less pain. Newsletters, conservation projects, chapter administration, etc… will need funding, and the budgeting process helps chapter leaders plan and prioritize activities each year. Budgeting and policy decisions go hand-in-hand. While the budgeting process may vary from chapter to chapter and state to state, there are simple fundamentals to successful budgeting:

- Maintain current and precise financial records for both income and expenses. Historical income and expenses are the best guide to projecting future finances. Without a true record of the past, estimates into the future lose the precision required to lessen financial anxieties for your chapter.
- Make conservative estimates. When estimating emergency expenses or future income, overly optimistic projections for either can be financially dangerous.
- Develop an annual budget with both projected income and projected expenses.
- Use the budget as a management tool. By periodically (e.g., quarterly) tracking "actual" expenses and income against the projected numbers, chapters can plan accordingly.
- Provide continuity in financial and budgeting matters. The outgoing treasurer has worked with the budget a few times and has a grasp of overall revenue and expenses. It is helpful to plan ahead and train the incoming treasurer. Officers with experience in budgeting (among other activities) should try to recruit the next treasurer and include him or her in the budgeting experience.

The simplest method of developing your chapter's first budget is to use the outline of the Annual Financial Report that you are required to submit between October 1 and November 15 every year. This report includes all the common areas of revenue and expenditures used by TU chapters and councils. The Annual Financial Report in the Leaders Only Tools section allows you to view and print your chapter's submission from previous years. Looking at previous reports gives you a good place to start for future budgeting. More resources are found in the Tacklebox. For a sample chapter budget, visit the Tacklebox.

Chapter volunteers work hard to raise funds for conservation and related purposes, and one of the most important responsibilities of chapter officers is to safeguard and protect those funds so they are used for the purposes for which they were raised. A few simple steps can safeguard those funds and other chapter assets. In 2015 the Board of Trustees adopted the Trout Unlimited Policy on Financial and Property Controls for Chapters and Councils. All chapter and council officers and board members must become familiar with this policy. It is discussed in Chapter 8: Safeguarding Chapter and Council Assets.

Chapter Bylaws
An important outcome from the 2010 Annual Meeting was the approval of model chapter bylaws by the NLC and the Board of Trustees. While the new bylaws contain some basic requirements to align chapters with the national bylaws, many areas allow flexibility for chapters to make adjustments for their own specific operating practices. Although most chapters already have existing bylaws, any updates or changes should be made using the model chapter bylaws as a guide. Additionally, chapters have been asked to upload their bylaws in the Leaders Only Tools section so an electronic record of the most up-to-date version is readily available.

Chapter Volunteer Leader Position Descriptions
It is important to note that all TU volunteer leaders must be active TU members.

Chapter President
The TU chapter president sustains the work of the chapter by providing governance, leadership and strategic direction. The president is expected to review and understand the organization's bylaws, policies and procedures, financial and legal situation, and strategic plan. As the board ambassador, the president acts as a spokesperson to the larger community. By modeling appropriate behavior, the president sets high standards for board conduct and intervenes if conflicts arise. Anyone taking on this role should have demonstrated community leadership, feel comfortable delegating, have good group dynamic skills and have the ability to communicate well, listen and seek input from others. This simple checklist is intended to help new presidents understand the key functions of the role, but please keep in mind that every chapter is different so it’s critical to cater a comprehensive checklist to those realities. Specific responsibilities include:

- When first taking over as chapter president:
    - Ensure the outgoing chapter president lists you as the president in the Leaders Only Tools section of tu.org.
    - Confer with the chapter president to ask for lessons learned.
    - Make sure the signatories on the chapter bank account are current.

- Plan, preside over, and facilitate board and executive committee meetings.
    - With the executive committee, prepare an agenda for each month’s board meeting and distribute it out to the board, with associated reading materials such as the past meeting’s minutes, well in advance of each meeting.

- Develop and implement the chapter’s strategic plan.

- Develop and manage relationships and communicate with partners, the media and other stakeholders.

- Serve as the spokesperson for the chapter at public gatherings and hearings.

- Represent the chapter on the state council, attending regular council meetings.

- Review outcomes and metrics created by the chapter for evaluating its effectiveness.

- Assist the nominating committee in recruiting board members and aid in new board orientations.

- Ensure that elections are carried out regularly in accordance with the chapter’s bylaws.

- Appoint committee chairs and serve ex officio on committees.

- Periodically consult with board members on their roles, help them assess their performance, and plan for leadership development and succession. Mentor and train your chapter vice president.

- Ensure that board resolutions are carried out.

- Ensure that the chapter is meeting all legal and fiduciary responsibilities.
    - With the chapter treasurer, ensure the Annual Financial Report and required IRS Forms are filed annually and on time. For more information on TU's online resources for financial management and reporting, visit the Tacklebox.
    - Read and become familiar with the 2015 Policy on Financial and Property Controls and TU's risk management and insurance limitations and ensure the chapter is in compliance.
    - Ensure donations to your chapter are properly acknowledged.

- With the Executive Committee, develop, approve and track a budget of chapter expenses and revenues each fiscal year.

Chapter Vice President

The vice president of a TU chapter is second in command. The position of vice president is often used as training for a leader to step into the president position. The vice president should be sure to read the description of chapter president, below. In addition, the vice president should:

- Preside over meetings from which the president is absent.

- Provide support and assistance to the president in order to achieve the core functions of the chapter.

- Perform duties as assigned by the president or the Board of Directors.

Chapter Secretary

The secretary performs a variety of tasks aimed at managing the records and administrative functions of the chapter. The role has wide-ranging responsibilities, requiring much more than simply being present at all board meetings. He or she is an active conduit for communication to members and other stakeholders by giving proper notice of upcoming meetings and timely distribution of materials such as agendas and meeting minutes. Additionally, the secretary should be knowledgeable of and provide advice and resources to the board on topics such as governance issues, state laws/ reporting requirements, and risk management that will assist them in fulfilling their fiduciary duties. The chapter secretary must ensure that the following responsibilities are completed (personally or delegates tasks):

- In conjunction with the executive committee, prepare an agenda for each month's board meeting and distribute it out to the board, with associated reading materials, in advance of the meeting.

- Attend chapter meetings in order to prepare and distribute the meeting minutes of the chapter.
    - Meeting minutes are detail reports that highlight the predetermined agenda as well as what actually took place (date, time, attendees), determination of vote eligibility (was there a quorum or not), decision making process (vote tally), action items for individuals, etc…
    - After each meeting, send the minutes to the attendees to solicit edits and confirm their accuracy before finalizing them.
    - Distribute the previous meeting minutes with the upcoming agenda before each board meeting so that they can be formally approved.

- Retain records. These documents may include:
    - Board and committee rosters
    - Bylaws & revisions (which can be stored in the Leaders Only Tools section of tu.org)
    - Strategic Plan (which can be stored in the Leaders Only Tools section of tu.org)
    - Agendas and minutes

- Assist in the communication and correspondence of the board to members and the general public, including notice of your general membership meetings to members as required in your bylaws.

- Assist with board member recruitment. Consider chairing your chapter nominating committee.

- Assume responsibilities of the president in the absence of the president and vice president.

- In conjunction with the executive and nominating committees, prepare the slate of board nominees for elections as required per your bylaws.

- With the chapter executive committee, become familiar with and understand TU's risk management and insurance limitations and ensure the chapter is compliant.

- Ensure the chapter president lists you as the secretary on the chapter officer roster and chapter contact information in the Leaders Only Tools section of tu.org.

- Particularly if your chapter is large enough to file a Form 990, ensure that you have the proper controls in place such as a document retention policy, conflict of interest form and whistle blower policy and that you've shared the Form 990 with your entire chapter board.

- Ensure donations to your chapter are properly acknowledged.

- Consider appointing an assistant secretary, such that you are transferring knowledge to a successor at an early stage and have someone ready and willing to step in to take the minutes if you can't be at every meeting.

Chapter Treasurer

The role of a treasurer is without a doubt one of the most important in the chapter. It is critical that the chapter treasurer be conscientious and have good systems in place; otherwise the chapter is at serious risk. This simple checklist is intended to help new treasurers understand the key functions of the role, but please keep in mind that every chapter is different so it's critical to cater a comprehensive checklist to those realities, which might include such things as state or local filing requirements.

- When starting out, confer with the chapter president and outgoing treasurer to ask for lessons learned and make sure the signatories on the chapter bank account are current.

- The chapter treasurer must read and become familiar with the 2015 Policy on Financial and Property Controls and ensure the chapter is in compliance. Most critically:
    - That at least one member of the chapter's board (who is not able to withdraw funds) is reviewing on a monthly basis each of the chapter's bank account records and the records of any debit or credit card transactions.
    - That the chapter keeps a current written inventory of all personal property in excess of $200 in value that the chapter owns.
    - That the chapter has a process in place to keep any restricted donations restricted for the purpose which the donor intended.

- With the chapter executive committee, become familiar with and understand TU's risk management and insurance limitations and ensure the chapter is compliant – from the limitations of our 501c3 to liquor liability.

- Ensure the chapter president lists you as the new treasurer on the chapter officer roster and chapter contact information in the Leaders Only Tools section of tu.org. This is critical as it allows you to access the Annual Financial Report, among other things.

- Ensure the chapter Annual Financial Report is filed in the Leaders Only Tools section of tu.org between October 1 and November 15. To file this report, the treasurer will be asked a series of questions that aren't all financial related (like volunteer hours.) It is strongly recommended that the treasurer get assistance from other volunteers to help track these sorts of metrics throughout the year to make filing easier.

- File required Forms with the IRS by February 15 of each year. Questions about the correct Form 990 to file? Please visit: www.irs.gov or TU's online resources for financial management and reporting.

- Particularly if your chapter is large enough to file a Form 990, ensure that you have the proper controls in place such as a document retention policy, conflict of interest form and whistle blower policy and that you've shared the Form 990 with your entire chapter board.

- With the Executive Committee, develop, approve and track a budget of chapter expenses and revenues each fiscal year.

- Ensure that your chapter is set up with an electronic funds transfer (EFT) with the national office of TU to ensure delivery of the chapter rebate or an Embrace A Stream grant.

- Ensure donations to your chapter are properly acknowledged.

- Consider appointing an assistant treasurer, possibly the financial reviewer, such that you are transferring knowledge to a successor at an early stage and getting help with administrative tasks.

Chapter Membership Chair

Many chapters appoint a membership chair whose duties include tracking the membership of the chapter, welcoming new members and encouraging existing members to renew their membership. For many of TU's fastest growing chapters, the membership chair has taken on a more proactive role of developing and implementing a new member recruitment plan and engaging current members often by being the friendly and familiar face of the leadership at chapter events. The membership chair performs the key role in helping current members resolve membership issues, maintain member's contact information, and communicates changes or issues with member records with TU national staff. The membership chair also tracks membership numbers within the chapter (using the roster and membership reports found within the Leaders Only Tools), welcomes new members who join, and follows up with members who have not renewed. Beyond tracking these statistics, the membership chair takes the lead on programs to recruit new members. TU has a number of sources to help the membership chair with these responsibilities, most important of which is the Membership Memo.

When taking over as membership chair, this person should:

- Receive and review records from the past membership chair. Ask the past chair for lessons learned and a full review of the prior year's duties/activities.
- Ensure your chapter president enters you as the new membership chair in the Leaders Only Tools section, so that you have access to the rosters, membership changes report, emails from TU national on membership issues and opportunities etc…
- Report on the status of chapter membership at each chapter (and ExComm) meeting including: total membership, change from last meeting, new members, etc… This information is available from the membership changes report in the Leaders Only Tools section and will also be emailed to you on a monthly basis once you are added as the chapter membership chair in the Leaders Only Tools section.
- Ensure that the chapter has current TU membership applications/ brochures in stock (purchased from the Leader Store on www.tu.org) and properly coded with chapter's 3-digit number to recruit new members at events. Coordinate the recruitment of new members via www.tu.org/intro - an online membership application for new members only - and increase chapter rebates for recruiting new members. Full details on new member recruitment and rebates in the Membership Memo.

- Welcome new members to the chapter by letter, e-mail or phone, and encourage their active involvement in chapter events and activities.
- Serve, or designate other leaders to serve, as the "greeter" at the front door or entrance of all chapter meetings and events to ensure no guest arrives without being greeted, provided a nametag, welcomed and encouraged to participate fully in the chapter community.
- Remind and encourage suspended and expired members to renew.
- Assist chapter members with TU membership questions and problems.
- Maintain ongoing updates and quality control of the chapter roster.

Chapter Conservation Chair
Many chapters appoint a conservation chair to be the central point of contact for the chapter's conservation activities. This officer coordinates conservation projects and campaigns and stays abreast of conservation issues in the chapter's area. This person should be the one to answer questions regarding conservation from members, local media, or the general public. The conservation chair should be well aware of TU's National Conservation Agenda and the conservation priorities of the council. A chapter's conservation activities should be consistent and in line with the strategic plans of the national organization and the chapter's council.

Diversity Initiative Chapter Coordinator
The mission of TU's Diversity Initiative is to create effective strategies and programs to recruit a more diverse membership profile in TU; encourage diversity within leadership at the chapter, state and national levels; and to ensure every chapter creates a welcoming environment for TU members of different genders, ethnicities, ages, and cultures to achieve the TU conservation mission.

Many chapters may choose to appoint a women's initiative coordinator, a youth education coordinator and/or a veterans services partnership coordinator to work on these unique initiatives. Some have found value in appointing someone to the umbrella role of diversity coordinator, such that someone is responsible for driving the chapter's diversity goals forward on a broad level.

The following are just some of the diversity initiative related resources available TU volunteer leaders.

Be Strategic:
- ✓ In the model of the TU national strategic plan, consider adding diversity into your chapter or council plan. Take time to evaluate the needs of your community, the resources available, and the impact of this work to the TU mission. Each community may have different diversity targets/ interest.
- ✓ Orient yourself with the resources out there in the Tacklebox, particularly at tu.org/women; tu.org/headwaters; and tu.org/veterans. Resources like this "how to" guide – One TU Youth Education Report – may help your chapter frame exactly what goals it has for its youth events before it jumps in.
- ✓ Review the chapter and council specific job descriptions related to the DI in TU Volunteer Leadership Manual and consider assigning a point person to certain roles.
- ✓ Budget. Make sure that your chapter or council budgets appropriately to set up your DI for success.
- ✓ Don't go it alone. Find partners in your community to work with to accomplish your DI goals.

Promote your Chapter/ Council to New Audiences:
- ✓ Share this new Diversity Initiative brochure.
- ✓ Your chapter can order copies of our *Stream Explorers* magazines online at and have them printed with your own chapter name, website address, contact information and more printed right on them so anyone you hand them to can learn more about TU and easily find your chapter.
- ✓ The TU Youth Membership Brochure can be printed out at home to have at youth and family events to hand out and encourage people to sign their kids up for TU.
- ✓ Check out other chapter's Women's Initiative brochures and flyers.
- ✓ Share what TU's Veterans Service Partnership is all about with this flyer.

- ✓ Try your hand at some aspirational communications, and include images of target demographics (people of color, women, youth, etc…) in your communications pieces. The Women's Initiative has photos for general use available in the Tacklebox.
- ✓ Meet people where they are at: if your chapter would like to do more outreach to the Latino community, for example, find out where they gather (churches, community centers, etc…) and share what TU is all about to them on their home turf.

Create Events Catered to Target Demographics:

- ✓ Learn from the NLC's Women's Initiative on their ideas for women's focused meetings/ seminars.
- ✓ Check out other chapter's templates for women's seminar programs and planning documents.
- ✓ Plan a meaningful youth education event with guidance from this two-page synopsis.
- ✓ Start new youth education programs like Trout in the Classroom or a TU 5 Rivers College clubs.
- ✓ Get your chapter started with a Veterans Service Partnership program locally with the VSP program guide.

Make Them Members:

- ✓ Your chapter can recruit new adult members to your chapter for half price ($17.50) at www.tu.org/intro. Even better, for every new member your chapter recruits, you will receive a $15 rebate at the end of the year. So, for example, after your next women's specific casting clinic, for only $2.50/ attendee you can buy memberships for everyone.
- ✓ Youth and spouses/ partners can be added to the current TU membership of their parent or spouse/ partner for FREE using this online form at tu.org/familymembership. This is a great way for existing TU members to add all of the members of their household to their membership so everyone receives the benefits of being a TU member.
- ✓ Youth can currently join TU online.
  - Stream Explorers memberships (up to age 12) are $12.
  - TU Teen memberships (age 13 to 18) are $14.
  - Bulk youth memberships are available at a discounted rate for purchase by your chapter if you, for example, hold a youth fishing day and want to give each child/teen a membership.

# of Memberships	Cost per youth
1	$12
6+	$8

Bulk memberships must be approved by the Youth Education coordinator who will give you a spreadsheet to be filled and returned with payment. Contact Tara Granke at tgranke@tu.org.

- ✓ Veterans who have participated in your chapter's Veterans Service Partnership programs and events are eligible to receive a free, one-year membership to TU. For information on how to sign up eligible veterans, contact Dave Kumlien at dkumlien@tu.org.
- ✓ Check out tips from the Women's Initiative on how best to retain these new members.

Make Them Leaders:

- ✓ Make sure diversity is a target for your chapter or council's nominating committee.
- ✓ Share with women interested in national-level leadership how the Women's Initiative of the NLC operates.
- ✓ Consider sending a teenager that you've engaged to the TU Teen Summit, so that they might stay involved with the national-level Youth Leadership Council.
- ✓ Consider sending a veteran that you've engaged to a nationally sponsored trip, so that they might stay involved with the national VSP. For more information, contact Dave Kumlien at dkumlien@tu.org.

TU Chapter Youth Education Coordinator

TU chapters greatly benefit from appointing a Youth Education Coordinator. This individual helps the chapter on a broad scale to develop TU's Headwaters Youth Education Initiative. The Coordinator works closely with chapter volunteers and community partners such as schools, youth organizations, summer camps, and colleges to promote, grow, and sustain a series of sub-programs within Headwaters known as the Stream of Engagement. The Stream of Engagement strives to foster and support a new generation of conservationists aged from kindergarten to college, with additional opportunity to engage the whole family. The following are some examples of what a youth education coordinator might do. Details are listed in the Youth Education Coordinator's Handbook.

The Youth Education Coordinator:

- Is interested in developing the next generation of TU members and conservation leaders;
- Has an affinity for working with kids, families, and young people;
- Understands TU's conservation work and sees the importance of it to the next generation.

The Youth Education Coordinator can help the chapter:

- Communicate with the chapter's council and TU staff to share and get information about youth and family activities.
- Promote current youth & family outreach efforts through press releases, newsletter articles, social media, and community based information outlets.
- Locate potential sources of financial support for youth events.

Some duties and responsibilities might be to:

- Develop an understanding of each of the programs contained in the Stream of Engagement.
- Develop and/or supports youth oriented chapter events.
- Seek out resources for chapter members who are interested in starting or volunteering in a youth program.
- Act as a liaison between the chapter, the council, and TU staff.

Women's Initiative Chapter Coordinator

The Women's Initiative (WI) Chapter Coordinator provides opportunities for women to engage with TU locally, demonstrating TU's leadership development. Guided by "the Women's Initiative Leadership Best Practices – Position Task List & Responsibilities," the Chapter Coordinator recruits new women members, engages them in TU's mission, facilitates their retention, and promotes them in leadership roles. This individual actively develops or enhances women's events at the chapter level, initiates new programs to provide meaningful engagement opportunities for women, facilitates membership drives to increase women membership, and communicates directly to women in the chapter. Once appointed or elected by the chapter board, the WI Chapter Coordinator will have access to all educational/event materials available from the National Leadership Council's Women's Initiative Workgroup, support from the Workgroup including access to experienced women in this role, as well as other operational resources found in the online Tacklebox and membership rosters and reports in the Leaders Only Tools section of tu.org. The WI Chapter Coordinator is encouraged to develop an annual WI Plan for the chapter, along with an associated budget. In this annual planning effort, the WI Chapter Coordinator, would be supported by the WI State Coordinator and all resources and shared experience available through the NLC's Women's Initiative Workgroup.

Chapter Veterans Services Partnership (VSP) Coordinator

The Chapter VSP Coordinator overseas the chapter's efforts to recruit and engage veterans and active duty military, able and disabled, and their families through fly fishing and other TU chapter activities.

Some duties and responsibilities might be to:

- Reach out to the Council VSP Coordinator, if applicable, and TU VSP staff to understand what resources exist to help build a robust VSP program;
- Read the VSP Program Guide and make it available to all volunteers involved with veterans outreach;
- Set up a committee or sub-committee to spread out the work-load;
- Understand the landscape nationally and locally to explore partnership potentials to leverage our impact and reach;
- Plan events and activities designed to engage the local veteran community in meaningful and sustaining ways;

- Provide complimentary memberships to veterans, active duty military and their families that participate actively with your TU chapter;
- Promote VSP activities and opportunities through local media and community based information outlets, chapter newsletters and social media.

Other Committee Chairs
Because the officers listed above are often busy keeping the chapter running, it is usually a good practice to appoint other standing committees and committee chairs. Some additional committees that many TU chapters find useful are: nominating, outreach/publicity or fundraising/banquet. The duties of these committees will vary with the activities or priorities of the chapter.

Sample Chapter Board Member Contract

___ TU Chapter Board Member Contract

I, _______________________, understand that as a member of the Board of Directors of the___ TU chapter, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:
1. I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson.
2. I will attend as many board meetings, committee meetings and special events as possible.
3. Each year I will make a personal financial contribution at a level that is meaningful to me.
4. I will actively participate in one or more fundraising activities.
5. I will act in the best interests of the organization and excuse myself from discussions and votes where I have a conflict of interest.
6. I will work to stay informed about what is going on in the organization. I will ask questions and request information.
7. I will prepare for meetings in advance and actively participate in policy setting discussions.
8. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
9. I will work in good faith with staff and other board members as partners towards achievement of our goals.
10. I understand that I am encouraged to serve actively on at least one committee (standing or ad-hoc), to solicit new members, and to engage (and retain) our current membership.
11. If I do not fulfill these commitments to the organization, I will expect the chapter president to call me and discuss my responsibilities with me.
12. I agree to keep all Executive Session matters confidential.

In turn, the chapter will be responsible to me in several ways:
1. I will be provided monthly financial updates, annual budget reviews and an update of organizational activities that allow me to meet the "prudent person" standards of the law.
2. Opportunities will be offered to me to discuss with the chapter president the organization's programs, goals, activities and status; additionally, I can request such opportunities.
3. The organization will help me perform my duties by keeping me informed about issues with which we are involved.
4. Board members will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization. Board members will work in good faith with me towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the chapter president to discuss the organization's responsibilities to me.

Date: _____________ (Valid through official Board Terms.)

I fully understand that I will lose my Board position and privileges if I fail to fulfill any portion of this Board Contract.

Signed:

____
Member, ___ Chapter of TU Board of Directors

____
President, ___ Chapter of TU Board of Directors

Chapter 5: Council Focus

Council Structure

Chapters in a region are organized into a council. Most are organized by state boundaries; however some councils are made up of more than one state (for example the Mid-Atlantic council.) Some chapters operate outside of the council structure due to the lack of nearby chapters (for example 607 - Sagebrush chapter in Nevada.) There are 36 councils of TU. In most cases, the council serves as an umbrella organization for its chapters, state-wide. The council officers are made up of volunteers from around the state who may have previously served or are currently serving as officers or directors of a local chapter board of directors. Council officers are elected by chapter representatives. Councils are the key link between the TU staff and local chapters and play a critical role in advocating for trout and salmon at the state level. The successful operation of a TU council is very much dependent on the degree and depth of commitment of the chapters and the council leadership. The council is not simply another chapter and should be regarded as a coalition, the vital thread that binds all the chapters together for mutual support and assistance. The council, therefore, deserves the active participation of every chapter in its state. A council tends to bring chapters closer together, and experience has proven that a strong council usually results in strong, effective chapters, and vice versa. Like a TU chapter, councils are required to have their own employer identification number (EIN) and file their own tax forms with the IRS. Because of this councils are financially independent from the national organization.

Key council responsibilities include:

- Facilitate communication between volunteers in the state/region and TU staff.
- Ensure that TU members within the state are effectively represented and served by all levels of TU's organization.
- Work with TU staff and all available resource experts to form statewide policy for TU.
- Provide routine organizational, administrative and supervisory support for chapters in the state/region.
- Work as representatives with important government and private groups that affect trout and salmon resources.
- Work on projects of statewide importance.
- Work with other councils and TU staff on regional projects.
- Act as an arbitrator or mediator if problems arise that cannot be resolved within the chapter, such as interpretations of council and chapter bylaws, personality problems among officers, etc…
- Coordinate the financial activity and financial reporting of local chapters throughout the state/region.
- Ensure that the council files its Annual Financial Report before the November 15th deadline each year and also assist chapters in the state/region to do the same.
- Recommend the chartering, rechartering and dechartering of chapters in accordance with the Chapter Focus Project.
- Take responsibility for the assignment of zip codes to chapters within the state(s.) For more information about your council's zip codes and their chapter assignment, contact TU's volunteer operations staff.

A TU council, like a chapter, should be structured to take maximum advantage of valuable volunteer time and talent. Generally, the best policy is: keep it simple. An organizational structure that is too complicated and involved will turn people off and provide more chances for “weak links” to develop. The council is a representative body made up of appointed or elected delegates from its member chapters - all the chapters that come under the jurisdiction of the council covering a particular state or region.

There are several possible methods of apportioning representation. Some examples:

- The president of each chapter and one additional delegate.
- The president of each chapter and one additional delegate for every 50 members or major fraction thereof.
- The president of each chapter, one additional delegate for every 50 members and the chair of two or more of each chapter’s key committees such as conservation chair or membership chair.

EXAMPLES	ADVANTAGES	DISADVANTAGES
Chapter presidents + one additional delegate/chapter	Simple and small chapters will not feel they are being overwhelmed by larger chapters.	Limits the pool of council volunteers and larger chapters may object.
Chapter presidents + one additional delegate for every 50 chapter members	Relatively equitable system of chapter representation with good human resource pool.	Smaller chapters may feel overwhelmed by larger chapters' delegations.
Chapter presidents + one additional delegate for every 50 chapter members + key chapter committee chairs (e.g. conservation or membership)	Equal representation, sufficient numbers, the desirability of having important chapter committee heads actively involved in council.	May become cumbersome in larger councils and chapters may have difficulty recruiting volunteers for positions that automatically have council responsibilities.

These points should be seriously considered in shaping a formula for determining chapter representation. Certain factors which may be pertinent to smaller councils may not be major concerns with larger councils, and vice versa. However, a good volunteer pool is essential regardless of size. The number of potential volunteers at the council level is much more limited than on the chapter level, so it is important that a sufficient number of people are involved and the workload distributed as fairly and uniformly as possible.

TU councils vary considerably from state to state and region to region. However, some good councils around the country do share some common practices:

- Council meetings are usually held quarterly.
- Meetings are regular from year to year and scheduled well ahead of time so people can set their calendars accordingly.
- In larger states, councils move the sites of meetings around, allowing different chapters to be “hosts” and become more involved with the council.
- Many councils hold committee meetings on a Saturday or Sunday morning, with the full council convening in the afternoon.
- Executive Committees meet at least once prior to each council meeting (and sometimes as often as monthly) to establish priorities, formulate an agenda, and set specific plans and recommendations to be presented to the council for consideration.
- Board meeting agendas are prepared carefully to include resource, business, and organizational issues where relevant. Keep in mind that turnover in chapter officers requires some redundancy in the agenda and presentations.
- One of the annual meetings includes lots of FUN. If it can be arranged, a two-day meeting held at a site where there is good fishing allows for the necessary time on serious business items, plenty of sharing between different chapters, a money making banquet and perhaps even a

speaker. People will look forward to and plan on being there the following year. New chapter officers should be offered incentives to attend and become part of the council deliberations.

Council Communications
Communicating to your membership what your TU council is doing is, in some respects, as important as what you actually do. There are many ways to reach your membership, without going through the chapters. There are the tried and true methods such as phone trees or face-to-face meetings, and the more tech savvy options such as websites, blogs, Twitter or Facebook. These are all great strategies and should be incorporated into your council communications plans, but by all accounts the council newsletter and e-newsletter are still the most important vehicles used to disseminate information to TU members in the state or region. In order to send your council newsletter/ e-newsletter, you will need access to the member roster from the Leaders Only Tools section. The roster syncs nightly with the information that we have in our database at TU national; therefore, the information displayed in your roster matches all of the information we have on file for that member.

The newsletter, as a printed publication, can be single biggest expense of a council so establishing funding should be a priority. The cost of publishing a newsletter can be covered in a number of ways. Selling advertising can certainly cover much of the expense; however it's important to note that if your council receives annual revenue from advertising over $1,000, the IRS qualifies that as unrelated business income and requires the filing of an IRS Form 990-T. For more information on unrelated business income, see the chapter on "Liabilities and Risk Management." Some councils solicit donations from their members to cover the mailing and printing costs, but in accordance with TU bylaws, separate dues cannot be a requisite for receiving the newsletter or e-newsletter. Another strategy for reducing costs, particularly for large chapters, is to acquire a bulk mail permit or to contract with a bulk mail company to print and mail your publication. Anyone wanting to mail via nonprofit rates will have to prepare a letter on TU letterhead for the USPS that reads something like this: "Please accept this letter as a request for a non-profit status extension to the post office located in City, State Zip. Trout Unlimited's established permit number is 0389596. This number resides at the Merrifield, VA post office." There is also a form that needs to be completed. It can be obtained from the Post Office. Depending upon the mailing, the associated fee may chew up the postal savings.

In an effort to reduce the costs of publishing and reach members in their preferred medium, your council should offer to deliver the newsletter via e-mail to as many members as possible. When e-mailing to a group as large as a state's TU membership, please remember that we must be compliant with federal C-SPAM requirements. These restrictions include, having an obvious way for e-mail recipients to opt out of the e-mail chain, inclusion of a physical address, a clear statement of why they are receiving the e-mail, etc… Failing to adhere to federal C-SPAM law could have significant consequences to your chapter. Because of this TU offers volunteers the ability to easily e-mail council membership with the utmost regard for a member's privacy and preferred communication preferences through the Leaders Only Tools section. This tool is designed as a way for you to communicate important information to your membership without concern for C-SPAM violations or costs associated with e-mailing vendors. Visit the Leaders Only Tools section to learn more.

Despite the changing digital climate and move towards social media, council websites remain an important means to communicate with members and the general public. To set up a website requires the talent and skills of somebody experienced in this field and in many cases this person can be found within the council leadership. This is also another venue to get the newsletter out to membership. Council websites should always include the TU mission, contact information, a list of the Board of Directors, a list of the council's chapters, meeting dates and times.

With all the various communication options available, please refer to TU's style guide in the Membership Tools section of the Tacklebox for downloadable images and guidelines on how to use the official logo.

In addition to communicating to members of your community and members of TU in your council, the council leadership has the unique job of communicating with the chapter leaders in the state. A report in the Leaders Only Tools section of tu.org called, "Role Leaders" will display for you the names and contact information for all leaders listed in the Leaders Only Tools section within your council.

TU volunteer operations staff coordinates at least two council chair and co-chair teleconference meetings per year. Council chairs are also encouraged to meet in person at TU's annual meeting. Attending TU's annual meeting is a legitimate expense to be covered by the council. TU volunteer operations staff covers the costs of the teleconferences. It is expected that all council chairs, or a designated alternate, participate in these teleconferences to ensure good communication within the organization.

Council Leadership Development Opportunities
Volunteer leadership development training workshops and resource materials are available through TU's volunteer operations staff, and in the Tacklebox. Advance planning is required for the workshops, which are carried out jointly by the council and national staff. Depending on funding availability, financial assistance may be available for special council efforts to build organizational capacity at the state level (e.g., developing an action plan, attracting active members, strategic planning). Contact Volunteer operations staff for more information.

TU's regional meetings are also great opportunities for volunteer leaders to experience the wide range of everything TU does. Four to six regional meetings are held each year, one in the West, Mid-South, Mid-Atlantic, Upper Midwest, Northeast and Southeast. Each is of these meetings is coordinated by volunteer operations staff and the host councils (which rotates within the region from year to year.) Each regional meeting includes fishing opportunities, educational seminars on both conservation and engagement-type topics, business meetings, and fun-filled evenings. For information about these regional events, please visit our online events calendar or contact your volunteer operations staff.

Council Cash Management and Internal Controls
Budgeting should be at the top of the list of important tasks of every council leader. An active council can raise and spend a significant amount of money, and effective budgeting allows the council to make the most of its income and enjoy greater success with less pain. Newsletters, conservation projects, council administration, etc... will need funding, and the budgeting process helps council leaders plan and prioritize activities each year. Budgeting and policy decisions go hand-in-hand. While the budgeting process may vary from state to state, there are simple fundamentals to successful budgeting:

- Maintain current and precise financial records for both income and expenses. Historical income and expenses are the best guide to projecting future finances. Without a true record of the past, estimates into the future lose the precision required to lessen financial anxieties for your council.
- Make conservative estimates. When estimating emergency expenses or future income, overly optimistic projections for either can be financially dangerous.
- Develop an annual budget with both projected income and projected expenses.
- Use the budget as a management tool. By periodically (e.g., quarterly) tracking "actual" expenses and income against the projected numbers, councils can plan accordingly.
- Provide continuity in financial and budgeting matters. The outgoing treasurer has worked with the budget a few times and has a grasp of overall revenue and expenses. It is helpful to plan ahead and train the incoming treasurer. Officers with experience in budgeting (among other activities) should try to recruit the next treasurer and include him or her in the budgeting experience.

The simplest method of developing your council's first budget is to use the outline of the Annual Financial Report that you are required to submit between October 1 and November 15 every year. This report includes all the common areas of revenue and expenditures used by TU chapters and councils. The Annual Financial Report in the Leaders Only Tools section allows you to view and print your council's submission from previous years. Looking at previous reports gives you a good place to start for future budgeting. More resources are found in the Tacklebox.

Council volunteers work hard to raise funds for conservation and related purposes, and one of the most important responsibilities of council officers is to safeguard and protect those funds so they are used for the purposes for which they were raised. A few simple steps can safeguard those funds and other chapter assets. In 2015 the Board of Trustees adopted the Trout Unlimited Policy on Financial and Property Controls for Chapters and Councils. All chapter and council officers and board members must become familiar with this policy. It is discussed below in Chapter 8: Safeguarding Chapter and Council Assets.

Council Volunteer Leader Position Descriptions
It is important to note that all TU volunteer leaders must be active TU members.

Council Chair
The council chair is the chief executive officer of the council. This volunteer is responsible for the general and active management of the business and affairs of the council. The council chair presides at all membership meetings and should supervise the operations of the council and all of its chapters, making sure that the various officers and directors are performing their jobs properly and offering them assistance whenever necessary.

The council chair is expected to review and understand the organization's bylaws, policies and procedures, financial and legal situation, and strategic plan. The chair working closely with the council treasurer is responsible for key financial reporting and controls for the council, including filing the Annual Financial Report in the Leaders Only Tools section of tu.org by Nov. 15 each year, ensuring that state and local filing/ registration requirements are met, that the relevant IRS Form 990s have been filed, and that proper financial controls are in place. The chair should also ensure that all of the chapters in the state are in compliance with filing deadlines, risk management requirements, and are in good overall health.

The chair acts as a spokesperson for the chapters in the state and plays a very important role coordinating and collaborating with TU staff. The chair may be asked to arbitrate chapter or council-level conflicts.

An effective TU council chair is a good administrator, because many of his or her responsibilities will be overseeing the work of council committees, coordinating their activities and assisting them with various special projects from time to time. Anyone taking on this role should have demonstrated leadership skills, feel comfortable delegating, have good group dynamic skills and have the ability to communicate well, listen and seek input from others.

This simple checklist is intended to help new council chairs understand the key functions of the role, but please keep in mind that every council is different, so it’s critical to cater a comprehensive checklist to those realities.

Key Responsibilities

Leadership/ vision/ planning:

- When first taking over, confer with the outgoing chair to ask for lessons learned.
- Develop and implement the council’s strategic plan.
- Plan, preside over, and facilitate board and executive committee meetings.
    - With the executive committee, prepare an agenda for each council meeting and distribute it out to the council, with associated reading materials such as the past meeting’s minutes, well in advance of each meeting.
    - Consider rotating the location of your council meetings and also consider tele-conferencing options for interim meetings.
- Appoint committee chairs and serve ex officio on committees. Good council level committees might include: executive, nominating, conservation, advocacy, fundraising, communications, and diversity initiative (to include youth education, women’s outreach and the veterans service partnership.)

- Assist the nominating committee in recruiting council leadership and aid in new council leader orientations.
- Identify and groom your replacement in the vice chair position.
- Periodically consult with council leaders on their roles, help them assess their performance, and plan for leadership development and succession. Mentor and train your chapter vice president.

Administrative/ legal:

- Ensure the outgoing council chair lists you as the chair in the Leaders Only Tools section of tu.org. Then login to:
    - Update your council's information and the list of council leaders.
    - Review documents and data stored there such as:
        - Past Annual Financial Reports for the council and its chapters
        - Your council (and chapter's) strategic plans and bylaws
        - A list of leaders at the chapter level
- Ensure that elections are carried out regularly in accordance with the council's bylaws.
- Ensure that board resolutions are carried out.

Financial/ fundraising:

- Make sure the signatories on the chapter bank account are current and that bank electronic funds transfer information is on file with TU national for delivery of the rebate.
- With the chapter treasurer, ensure the Annual Financial Report and required IRS Forms are filed annually and on time. For more information on TU's online resources for financial management and reporting, visit the Tacklebox.
- Read and become familiar with the 2015 Policy on Financial and Property Controls and TU's risk management and insurance limitations and ensure the council and it's chapters are in compliance.
- Ensure the council is meeting all state-level legal and fiduciary reporting/ registration requirements.
- Ensure donations to your council are properly acknowledged.
- With the Executive Committee, develop, approve and track a budget of council expenses and revenues each fiscal year.
- Establish a diverse fundraising strategy for the council in coordination with chapters and local staff that might include things like: a year-end appeal letter, an annual banquet, merchandise sales, or an online crowdfunding campaign.

Provide assistance and support to chapter leadership:

- Provide recommendations for chapter rechartering and dechartering to TU as required.
    - Work with your chapters to help them complete the Chapter Effectiveness Index (CEI) which is filed in the Leaders Only Tools section of tu.org by Nov. 15 of each year.
    - Review outcomes and metrics created by the CEI for evaluating chapter effectiveness.
- When appropriate, provide recommendation for formation of new chapters and/or reassignment of zip codes among existing chapters.
- If appropriate, coordinate conservation projects between chapters (e.g. if a small or urban chapter needs a project, match them up with another chapter with an existing project.)
- Serve as an arbitrator if conflicts at the chapter-level arise.

State-level communications:

- Oversee council communications efforts to members in the state and ensure the delivery of your communications comes through multiple channels (newsletter, e-newsletter, social media, website, etc…)
- Communicate with chapter and council volunteer leaders in your state on a regular basis. Consider setting up an e-mail listserv and remember to use the tools available to you in the Leaders Only Tools section of tu.org to identify and keep up to date the leaders lists in your state.
- Serve as the main point of contact for state-based staff and coordinate communications and activities between the grassroots and staff.

- Read the monthly publication *Lines to Leaders* and stay abreast of important updates from national staff and share with other leaders in the state.
- Ensure that important information is conveyed from the NLC and TU staff to all TU chapters in the state, and vice versa, that important information from grassroots and chapters is communicated to TU at the national level.
- Participate in bi-annual council chair phone conferences organized by TU staff.
- Develop and manage relationships and communicate with partners, the media and other stakeholders.
- Serve as the spokesperson for the council at public gatherings and hearings.
- If council funds are available, attend the TU annual meeting in September and the TU regional rendezvous held in your area each spring.

Conservation/ advocacy:

- Organize and serve on a conservation committee of the council to implement the conservation goals identified in the council strategic plan.
- Represent members in the state with a coordinated advocacy initiative in the state capital. Work with state-based staff, where applicable, or TU Volunteer Operations staff to help coordinate this work with other TU entities.

Council Vice Chair

The vice chair of a council is second in command at the council level. He or she should strive to maintain a relatively high profile in the council, be on friendly terms with all members and generally provide support and assistance to the chair. The vice chair helps the council chair guide the council in fulfilling its stated and chartered roles. In cooperation with the council chair, the vice chair supports and implements measures to ensure that the council's time and resources are invested wisely, and in a manner that will ensure the current and future health of the council. Often councils use the vice chair position as training for the position of council chair. Council vice chairs should be sure to read the description of chapter chair above. In addition, the vice president should:

- Preside over meetings from which the chair is absent.
- Provide support and assistance to the chair in order to achieve the core functions of the council.
- Perform duties as assigned by the chair or the council Executive Committee.

Council Secretary

The secretary performs a variety of tasks aimed at managing the records and administrative functions of the council. The role has wide-ranging responsibilities, requiring much more than simply being present at all board meetings. He or she is an active conduit for communication to members and other stakeholders by giving proper notice of upcoming meetings and timely distribution of materials such as agendas and meeting minutes. Additionally, the secretary should be knowledgeable of and provide advice and resources to the board on topics such as governance issues, state laws/ reporting requirements, and risk management that will assist them in fulfilling their fiduciary duties. The council secretary must ensure that the following responsibilities are completed (personally or delegates tasks):

- In conjunction with the executive committee, prepare an agenda for each council meeting and distribute it out to the board, with associated reading materials, in advance of the meeting.

- Attend council meetings in order to prepare and distribute the meeting minutes.
  - Meeting minutes are detail reports that highlight the predetermined agenda as well as what actually took place (date, time, attendees), determination of vote eligibility (was there a quorum or not), decision making process (vote tally), action items for individuals, etc…
  - After each meeting, send the minutes to the attendees to solicit edits and confirm their accuracy before finalizing them.
  - Distribute the previous meeting minutes with the upcoming agenda before each board meeting so that they can be formally approved.

- Retain records. These documents may include:

- Board and committee rosters
- Bylaws & revisions (which can be stored in the Leaders Only Tools section of tu.org)
- Strategic Plan (which can be stored in the Leaders Only Tools section of tu.org)
- Agendas and minutes

- Assist in the communication and correspondence of the board to members and the general public, including notice of your general membership meetings to members as required in your bylaws.

- Assist with board member recruitment. Consider chairing your council's nominating committee.

- Assume responsibilities of the chair in the absence of the chair and vice chair.

- In conjunction with the executive and nominating committees, prepare the slate of board nominees for elections as required per your bylaws.

- With the executive committee, become familiar with and understand TU's risk management and insurance limitations and ensure the council and its chapters are compliant.

- Ensure the council chair lists you as the secretary on the officer roster and council contact information in the Leaders Only Tools section of tu.org.

- Particularly if your council is large enough to file a Form 990, ensure that you have the proper controls in place such as a document retention policy, conflict of interest form and whistle blower policy and that you've shared the Form 990 with your entire council board.

- Ensure donations to your council are properly acknowledged.

- Consider appointing an assistant secretary, such that you are transferring knowledge to a successor at an early stage and have someone ready and willing to step in to take the minutes if you can't be at every meeting.

Council Treasurer
The role of a treasurer is without a doubt one of the most important in the council. It is critical that the treasurer be conscientious and have good systems in place; otherwise the council is at serious risk. This simple checklist is intended to help new treasurers understand the key functions of the role, but please keep in mind that every council is different so it's critical to cater a comprehensive checklist to those realities, which might include such things as state or local filing requirements.

- When starting out, confer with the council chair and outgoing treasurer to ask for lessons learned and make sure the signatories on the council bank account are current.

- The council treasurer must read and become familiar with the 2015 Policy on Financial and Property Controls and ensure the chapter is in compliance. Most critically:
    - That at least one member of the council's board (who is not able to withdraw funds) is reviewing on a monthly basis each of the council's bank account records and the records of any debit or credit card transactions.
    - That the council keeps a current written inventory of all personal property in excess of $200 in value that the chapter owns.
    - That the council has a process in place to keep any restricted donations restricted for the purpose which the donor intended.

- With the executive committee, become familiar with and understand TU's risk management and insurance limitations and ensure the chapter is compliant – from the limitations of our 501c3 to liquor liability.

- Ensure the council chair lists you as the new treasurer on the officer roster and council contact information in the Leaders Only Tools section of tu.org. This is critical as it allows you to access the Annual Financial Report, among other things.

- Ensure the chapter Annual Financial Report is filed in the Leaders Only Tools section of tu.org between October 1 and November 15. To file this report, the treasurer will be asked a series of questions that aren't all financial related (like volunteer hours.) It is strongly recommended that the treasurer get assistance from other volunteers to help track these sorts of metrics throughout the year to make filing easier.

- File required Forms with the IRS by February 15 of each year. Questions about the correct Form 990 to file? Please visit: www.irs.gov or TU's online resources for financial management and reporting.

- Ensure you're tracking and assisting chapters in your state to file the Annual Financial Report and relevant Form 990.

- Particularly if your council is large enough to file a Form 990, ensure that you have the proper controls in place such as a document retention policy, conflict of interest form and whistle blower policy and that you've shared the Form 990 with your entire council board.

- With the Executive Committee, develop, approve and track a budget of council expenses and revenues each fiscal year.

- Ensure that your council is set up with an electronic funds transfer (EFT) with the national office of TU to ensure delivery of the rebate or an Embrace A Stream grant.

- Ensure donations to your council are properly acknowledged.

- Consider appointing an assistant treasurer, possibly the financial reviewer, such that you are transferring knowledge to a successor at an early stage and getting help with administrative tasks.

National Leadership Council (NLC) Representative
The role of the National Leadership Council (NLC) and its rules for functioning are detailed in Article IV. of the TU bylaws. The NLC is the volunteer body that helps to set the direction of TU and is made up of one representative elected from each state council. The NLC has three purposes:

- Establish National Conservation Agenda
- Facilitate implementation of National Conservation Agenda
- Build the organizational capacity of TU

The NLC accomplishes these three tasks by being a conduit between councils and TU national. NLC Representatives bring issues and concerns from their states to the national level and then bring decisions and initiatives from the national level back to their councils. The NLC meets annually in person at the Annual Meeting and via teleconferences throughout the year. There is a stipend provided to each council to help cover the costs of NLC Representatives attending the Annual Meeting. NLC Representatives also serve on workgroups that focus on specific conservation or organizational issues that span more than two states. NLC workgroups are established to address regional or organization-wide issues. These workgroups are composed mainly, but not exclusively, of NLC members and are supported by one or more staff members. There are two main categories of workgroups: conservation and organizational.

Conservation Workgroups
Great Lakes
Native Trout
Tailwaters
Delaware River
TU DARE (Driftless Area Restoration Effort)

Organizational Workgroups
Diversity Initiative
New Initiatives
Grassroots
Communications
Youth Education

Responsible Energy Development
Land Conservancy
Access
Climate Change
Hard Rock Mining

The composition and tasks of workgroups will change with time. To find out more about current NLC workgroups visit www.tu.org/nlc or ask your council's NLC Representative.

To be eligible to serve as an NLC Representative or officer, an individual must have served in a statewide TU office or a chapter leadership position and must be familiar with coldwater resource and TU organizational issues. NLC Representatives should also have the following qualifications: knowledge of coldwater fisheries issues of concern to their state; knowledge of their state's council and chapter organizational needs and concerns; proven communication skills; the ability to work effectively with staff and volunteer components of TU; and experience in implementing, directing, or organizing conservation efforts.

Each NLC Representative shall be responsible for representing his or her state on the NLC and acting as a liaison between the NLC and his or her state and for communicating with the council, chapters and members in his or her state on issues of national concern to TU and on the proceedings of the NLC. Each NLC Representative shall also coordinate with his or her state council and the NLC on implementation of the National Conservation Agenda and the NLC's organizational development efforts.

The purpose of the National Conservation Agenda (NCA) is to chart the course for all components of TU including national staff, councils, chapters and members to work together on a shared enterprise to implement TU's mission. The most recent NCA was adopted in September of 2016 and can be viewed in full online. The NLC also nominates the grassroots trustees of the Board of Trustees.

Regional Vice President
If you have a large council with many chapters, it may be difficult to manage efficiently with only the structure described above. Large councils sometimes divide their state into regions comprised of chapters with a geographic proximity and a community of interests. Regional vice presidents (RVPs) are elected or appointed by the chapters in each area to provide advice, support and generally coordinate the activities of chapters in that region. The primary goals of an RVP structure are to promote and enhance communication and representation for the chapters in each region of the state. An RVP should regularly attend meetings of the chapters in their area, assist chapter officers with chapter management issues and be a liaison, both up and down, between the council and its chapters. Day-to-day operational or administrative problems of the chapters are best resolved at the regional level with help from the RVP.

Council Youth Education Coordinator
TU councils greatly benefit from appointing a Youth Education Coordinator. This individual helps the council and state chapters on a broad scale to develop TU's Headwaters Youth Education Initiative. The Coordinator works closely with all chapter Youth Education Coordinators, other council members, and community partners such as schools, youth organizations, summer camps, and colleges to promote, grow, and sustain a series of sub-programs within Headwaters known as the Stream of Engagement. The Stream of Engagement strives to foster and support a new generation of conservationists aged from kindergarten to college, with additional opportunity to engage the whole family.

The following are some examples of what a Council Youth Education Coordinator position might involve.

The Youth Education Coordinator:
- Is interested in developing the next generation of TU members and conservation leaders.
- Has an affinity for working with kids, families, and young people.

- Is familiar with youth work being undertaken by TU chapters in the state.
- Understands TU's conservation work and sees the importance of it to the next generation.

The Youth Education Coordinator can help the council:

- Communicate with the state chapters and TU staff to share and get information about youth and family activities.
- Promote current statewide youth & family outreach efforts through press releases, newsletter articles, social media, and community based information outlets.
- Locate potential sources of financial support for chapter youth events.

Some duties and responsibilities might be to:

- Develop an understanding of each of the programs contained in the Stream of Engagement.
- Develop and/or supports training and information sessions for TU Chapter Youth Education Coordinators.
- Seek out resources for chapters who are interested in starting a youth program.
- Act as a liaison between the state chapters and the council, and TU national Headwaters staff.

Council Veterans Services Partnership (VSP) Coordinator

The Council VSP Coordinator position is designed as a position to help coordinate all veteran related activities within the state. Having someone in this place serves to help coordinate between chapters, share state-based resources to prevent the reinvention of the wheel, and identify areas where an infusion of support might get a local VSP program off the ground. The Council VSP Coordinator will work with existing VSP programs within the state and will recruit new Chapter Coordinators to develop VSP programs at the chapter level.

Some duties and responsibilities might be to:

- Communicate regularly with TU VSP staff to understand what resources are available to help at the state-level;
- Read the VSP Program Guide and ensure that all chapter-level VSP Coordinators have access to the materials and resources on tu.org/veterans;
- Promote the VSP and encourage chapter leaders to initiate VSP programs locally;
- Partner with appropriate Veteran's Service Organizations operating within the state;
- Locate and secure sources of financial support for VSP activities and events;
- Develop and/or support training and information sessions for TU VSP Chapter Coordinators;
- Promote VSP activities and opportunities through all available media and community based information outlets, council newsletters and social media.

Council Women's Initiative Coordinator

Councils should recruit and appoint a Women's Initiative (WI) State Coordinator whose primary focus is state-wide coordination of recruitment and retention of female TU members. Guided by the "Women's Initiative Leadership Best Practices – Position Task List & Responsibilities," the State Coordinator serves as mentor for Chapter Coordinators who provide opportunities for women to engage with TU locally. The State Coordinator helps to identify and develop women members for all TU leadership positions. Duties include the creation of a state-level TU recruitment and retention plan for women members – a plan that would include steps for outreach and communications to women, and for women's leadership development. The State Coordinator promotes the appointment of WI Chapter Coordinators and provides support and networking among WI Chapter Coordinators in the state. The State Coordinator will also work with chapters to modify current programs/meetings to provide more meaningful engagement opportunities for women members and to assist with creating new programs deemed necessary in fulfilling the Coordinators' roles. Each State Coordinator is encouraged to work closely with the Women's Initiative Workgroup of the TU National Leadership Council, which provides a myriad of resources at the national level to support this work. In addition, the State Coordinator should be added to the Leaders Only Tools section of tu.org which will allow this person access to member rosters and reports, as well as other operational resources found in the online Tacklebox. WI State Coordinators should be involved in planning and executing TU regional meetings. Along with the annual WI Plan, the State Coordinator should request an associated budget.

Other Committee Chairs
Because the officers listed above are often busy keeping the council running, it is usually a good practice to appoint other standing committees and committee chairs. Some additional committees that many TU councils find useful are: conservation, advocacy, nominating, membership, fundraising, or chapter development. The duties of these committees will vary with the activities or priorities of the council.

Sample Council Board Member Contract

___ TU Council Board Member Contract

I, ________________________, understand that as a member of the Board of Directors of the___ TU council, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:
1. I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson.
2. I will attend as many board meetings, committee meetings and special events as possible.
3. Each year I will make a personal financial contribution at a level that is meaningful to me.
4. I will actively participate in one or more fundraising activities.
5. I will act in the best interests of the organization and excuse myself from discussions and votes where I have a conflict of interest.
6. I will work to stay informed about what is going on in the organization. I will ask questions and request information.
7. I will prepare for meetings in advance and actively participate in policy setting discussions.
8. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
9. I will work in good faith with staff and other board members as partners towards achievement of our goals.
10. I understand that I am encouraged to serve actively on at least one committee (standing or ad-hoc), to solicit new members, and to engage (and retain) our current membership.
11. If I do not fulfill these commitments to the organization, I will expect the council chair to call me and discuss my responsibilities with me.
12. I agree to keep all Executive Session matters confidential.

In turn, the chapter will be responsible to me in several ways:
1. I will be provided monthly financial updates, annual budget reviews and an update of organizational activities that allow me to meet the "prudent person" standards of the law.
2. Opportunities will be offered to me to discuss with the council chair the organization's programs, goals, activities and status; additionally, I can request such opportunities.
3. The organization will help me perform my duties by keeping me informed about issues with which we are involved.
4. Board members will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization. Board members will work in good faith with me towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the chapter president to discuss the organization's responsibilities to me.

Date: _____________ (Valid through official Board Terms.)

I fully understand that I will lose my Board position and privileges if I fail to fulfill any portion of this Board Contract.

Signed:

____

Member, ___ Council of TU Board of Directors

____

President, ___ Council of TU Board of Directors

Chapter 6: Chapter and Council Fundraising

Are you building a chapter or council that will last? Increasingly, potential members, funders and supporters are requiring chapters and councils to demonstrate the sustainability of their efforts. But what does that mean and how is it accomplished? Identifying the elements and processes that make a chapter or council strong and charting a clear course for implementation are the first steps. A strategic approach to funding is critical to sustainability. The basic principles and practices of a strategic approach to fundraising can be simple. The easiest way to establish a fundraising plan for your chapter or council is to start by defining the end result you want and when you want it to happen, and then work backwards from that point to the present. For example, if you want your chapter to have 100 new members by the end of next year and you are going to use house parties as your primary acquisition strategy, you will need to schedule five to seven house parties that will recruit 10 to 15 members per party. To set up one house party will require asking three people to host it (assume only one will accept,) which will require identifying 15 or 20 possible hosts to carry out the number of house parties you want to have. The hosts will want to see materials and know what help they will have from you. The materials will have to be ready before the first phone call is made to the first potential host, and the first phone call needs to occur at least two months before the first party. So, the materials need to be produced in the next two weeks, hosts identified in a similar timeframe, calls made over a period of two or three months, and so on…

There are three sources of funding for all the nonprofits in the United States: earned income (such as products and fees for service), government (public sector), and the private sector, which includes foundations, corporations and individuals. For the nearly 60 years that records about who gives money away have been kept, at least 80% of this money has been shown to be given by individuals.

While there are some people *(may their kind increase)* who will simply send an organization money or offer money without being asked, there are not enough of them to build a donor base around. Most people will not think to give you money unless you make your needs known. This is not because they are cheap or self-centered; it is because most people have no idea how much it costs to run a chapter or council, or how your chapter or council gets money. If you do not ask them, they will simply assume you are getting the money somewhere.

Of course, no one is obligated to support your chapter or council, so from time to time you should expect to hear “no.” First, be clear that the person is saying, “no,” and not something else like, "Not now," or "I don't like special events." Once you are certain that the person has said no, accept it. Go on to your next prospect. If appropriate, write the person a letter and thank them for the attention they gave to your request. Then let it go. If you don't hear “no” several times a year, you are not asking enough people.

Once you receive money, you must thank the person who gave it to you. Thank-you notes do not need to be fancy and should not be long. If at all possible, they should include a personal note, even if it is from someone who doesn't know the donor. You can add something as simple as, "Hope to meet you sometime at a chapter event or on the stream," or "Check out our website," or even, "Thanks again — your gift (or membership) really helps." Many chapters and councils have created note cards for staff and volunteers to use when writing "thank yous." The front of the card has the TU logo, on the top half of the inside is the mission, and the bottom half of the inside is used for the thank-you message. It is a small space, so you really cannot say much. Remember you can use the membership changes report in the Leaders Only Tools section to pull reports on new and renewing members of your chapter. If you do not have time to thank donors, you do not have time to have donors. For more information on IRS requirements in acknowledgment letters please visit www.irs.gov or read the chapter on "Liabilities and Risk Management."

If your chapter or council is doing good work, then you deserve to raise the money to do it. What you must do is figure out how to articulate what you are doing so that the person hearing it, if they share your values, will want to exchange their money for your chapter or council's work.

Membership Rebate Programs

TU's rebate programs coincide with our fiscal year, which runs October 1 through September 30. There are two different types of rebates: new member rebates and year end rebates, both of which are issued once a year around January/February. New member rebates will be sent to chapter bank accounts via Electronic Funds Transfer (EFT) and year end rebates will be sent to council bank accounts via EFT. If your chapter or council bank routing information is not on file with TU, please contact volunteer operations staff.

The Year End Rebate was designed to help councils and chapter pay for the costs of servicing their members with quality, local communications. TU provides this annual rebate to councils based on total active membership in active chapters at the end of TU's fiscal year, contingent on the council and all its active chapters fully completing and filing the Annual Financial Report by November 15th. Chapters that file zero revenue, income or volunteer hours are also excluded. TU defines active members as those dues paying members that are not expired (note: your chapter and council roster includes members up to six months past their expiration date.) Trial members do not count as active. Rebates are not paid out for Stream Explorer (youth) members. And only a portion ($1.50/member) of the rebate is paid to the council for members in at-large chapters. When the rebates have been calculated (after the close of the fiscal year,) the council chair will receive a spreadsheet showing the break-down of membership by chapter. Each active council will receive $2.50 per active member in an active chapter. In many cases, councils segment this rebate into $1.50 per member for the council and $1.00 per member for the chapter that serves that member. It is up to the council membership to determine (by vote) what works best for each state.

The New Member Rebate is given to chapters who recruit new members via www.tu.org/intro or Chapter Add Spreadsheet. This is how TU knows a member was actively recruited by a chapter. To receive proper credit for this rebate, the new member must select your chapter when joining online at www.tu.org/intro, or your chapter's 3-digit chapter # must be written on Chapter Add Spreadsheet. This rebate is not for lapsed or expired members who rejoin/renew to TU. If a new member joins at $17.50 introductory rate, the chapter receives $15 for new member rebate. If a new member joins at a higher membership level, the higher the New Member Rebate. For example, the Family/Contributor level of $50 will give back at $20 rebate to the chapter. A Sponsor level of $100 will give back $30 to the chapter.

Member Type	Dues Level	Rebate Level
Special Intro	$17.50	$15
Family	$55	$20
Sponsor	$100	$30
Conservator	$250	$50
TU Endorsed Guide	$79	$25
TUB	$295	$50
Life	$1,500	$150

Banquet Guide and Planner

The purpose of a TU banquet:

- Conservation Fundraising: To raise money for local, state and/or national TU programs which help conserve, protect and restore coldwater fisheries and their watersheds.
- Entertainment: To develop an event that will be enjoyed by all in attendance -- anglers, non-anglers, male and female, young and old.

- Public Relations: To promote TU's image within our local communities as a serious, capable, action-oriented conservation organization.
- Membership: To recruit new members into TU
- Leadership Development: To attract and train new TU volunteers and leaders.

A well-coordinated committee of four to six active members/volunteers is the key to a successful event or banquet. In summary, the steps involved in organizing and staging an event/banquet are as follows:

1. Committee meets:
    a. Elects Event/Banquet Chair
    b. Determine type of Event, Approximate Date
2. Chair names and appoints sub committees/ chairs. These could include:
    a. Treasurer
    b. Arrangements
    c. Publicity
    d. Auction & Prize
    e. Ticket & Membership
3. Arrangements sub-committee meets:
    a. Selects place/location of event
    b. Negotiates contract for all costs of event (meal, etc.)
4. Committee meets:
    a. Updated by arrangements sub-committee on place and cost
    b. Sets date and price of ticket
5. Treasurer:
    a. Handles finances and accounting for event
6. Ticket & membership sub-committee meets:
    a. Prints tickets, distributes to committee members and sells tickets
    b. Prepares invitation letter for mailing
7. Publicity sub-committee meets:
    a. Organizes a campaign for advertising (bulk e-mail, radio, TV, newspapers)
8. Auction and prize sub-committee meets:
    a. Solicits prizes and auction items
    b. Orders from the Trout Unlimited Fundraising Program in the Tacklebox
9. Banquet is held:
    a. Full committee and sub-committees coordinate to cover all event/banquet operations
10. Wrap up meeting is held.

For more information, please visit the Fundraising Banquet Guide and Planner in the Tacklebox.

Responsible Raffle Reminder

Raffles are important fundraising tools for chapters and councils but it is also important to remember that there are important state and federal regulations surrounding their use. Councils and chapters need to be aware of those issues to avoid legal problems. Always check with your state's secretary of state and attorney general to make sure the raffle that your chapter or council is planning complies with state laws and with any applicable local laws. Also, do not sell raffle tickets to someone outside of your state either through the mail or over the Internet. Doing so may violate federal law and the laws of some states. It is better to take the time to check your state's law before conducting a raffle than to run into problems later.

Embrace A Stream

Does your chapter or council have a conservation or education project that needs funding? Did you know that each year, TU provides more than $100,000 in grants to local chapter/ council projects through its Embrace A Stream (EAS) program? Nearly two-dozen projects are chosen each year, ranging from efforts to replant a streambank to work to build in-stream habitat for trout or activities to educate and engage youth in our mission. Since 1975, EAS has funded more than 1,000 projects totaling more than $4.4 million in direct cash grants. Local TU chapters and councils contributed an additional $13 million in cash and in-kind services to EAS funded projects, for a total investment of more than $17 million! Your chapter or council's next conservation or education project could get a big boost from an EAS grant. Even if you have never applied for a grant before, you shouldn't be intimidated by the process – our staff and volunteer committee are available to you as resources to call on for support, guidance and help in crafting your grant proposal. For more information on the EAS program, visit www.tu.org/eas.

Corporate and Foundation Grants
Local organizations often will support TU projects and activities that take place in their communities. Chapters might try approaching banks, civic organizations like the Rotary and Kiwanis Clubs, teacher's associations, and community foundations. When researching large national companies, identify those that have operating divisions in your community and approach the local divisions. Many organizations also will provide donations of goods and services including equipment for stream restoration projects, paper and printing for chapter newsletters, computer equipment, technical and legal expertise, and advertising. When approaching local organizations, emphasize the broader benefits of your project, including, greater public involvement, outreach to schoolchildren, and economic benefits. Chapters and councils might also propose ways for involving employees and members of community organizations in the project.

Applying for corporate, foundation, and government grants requires developing a good project and budget; identifying funders whose missions are consistent with your project; and preparing a grant application. Most corporations and foundations can provide you with written materials describing their philanthropic mission, grant making history, and grant application criteria and procedures. It is essential to review this information and, in many cases, submit a letter of inquiry to determine if your project is a good fit with the funder's priorities. It is generally not a good idea to submit a formal grant proposal without contacting the funder beforehand. If you are targeting any national funders, please first contact volunteer operations staff in order to avoid duplicate or competing grant requests.

Grassroots Guidelines for Federal-Level Grant Proposals
TU has 380 chapters and 36 councils, and we are always expanding our influence into new watersheds. Because of this, we need to be mindful in our coordination efforts, particularly when it comes to fundraising at the federal level. For example, the National Fish and Wildlife Foundation has requested that all grant proposals from TU's chapters and councils be coordinated through local, regional and national TU staff. For chapters and councils that are developing larger projects and considering applying for grants from NFWF or other federal programs, coordinating with TU staff is also a great way to improve the strength of your application and increase your chance of getting the grant. By working together, we have the opportunity to significantly increase the number and size of grants received by TU at all levels. For more information about NFWF and why these grants require coordination, please see the "Grassroots Guidelines for NFWF Grant Proposals" in the online Tacklebox, under "Fundraising for Chapters and Councils" or contact volunteer operations staff.

Chapter 7: Maximizing the Effectiveness of a Chapter or Council

Common attributes of effective chapters and councils include:

- A strategic conservation plan;
- A strategic approach to communications and marketing that clearly and compellingly expresses TU's mission and vision;
- A strategic approach to fundraising;
- A strategic approach to membership development and board recruitment & succession;
- A passionate, engaged board of directors who articulately advocate for the organization; and
- Clearly defined and consistently practiced board roles & responsibilities that have clear expectations and accountability for Board members

Membership Development
There are millions of trout and salmon anglers in America and millions more that care about clean, cold water. Chapters and councils play a very important role in reaching out to and engaging these potential members. Studies report that most new members join organizations like TU because:

- They were asked by a member to get involved.
- They know about the group because family or friends are involved.
- They enjoyed participating in an activity that was sponsored by the group.
- They are concerned with their local home waters.

New members can come from anywhere in your communities. Chapter-acquired members renew at a higher rate than other members and are more likely to become active members who attend chapter meetings, come to workdays, and serve as chapter leaders. To encourage and help local chapters to recruit members, a new member rebate is given to chapters who recruit new members via the hidden link www.tu.org/intro, the Chapter Add Spreadsheet or the Membership Application Brochure. To receive proper credit for this rebate, the new member must select your chapter when joining online at www.tu.org/intro, or your chapter's 3-digit chapter # must be written on the Chapter Add Spreadsheet.

The chapter will receive a $15 rebate at the end of the fiscal year if new member who joins at the $17.50 introductory rate (using www.tu.org/intro, Chapter Add Spreadsheet, or the Membership Application Brochure.) If a new member joins at a higher membership level, the higher the rebate. For example, the family level of $55 will give back a $20 rebate to the chapter. A sponsor level of $100 will give back $30 to the chapter.

Chapters recruiting new members should consider doing so with TU's Membership Application Brochure which can be purchased in the Leaders Store. The brochure is a comprehensive piece to help introduce people to our organization who don't know anything about TU. It explains who we are, what we do, where and how we work — and it is a great recruiting tool for new members. TU chapters may purchase the brochure and other recruiting materials like stickers and back issues of *TROUT* magazine at our online store for volunteer leaders.

Always send donations to:
TU
P.O. Box 7400
Woolly Bugger, WV 25438

An additional benefit of soliciting new members using www.tu.org/intro or the Chapter Add Spreadsheet is that you can track these members in the Leaders Only Tools section, under Membership Changes Report. The source code associated with these members will be your chapter number.

What Attracts People to TU: 1) Conservation, 2) Fishing, and 3) Friends.
Conservation: They have conservation interests. The majority of TU members join because they are concerned about rivers and aquatic ecosystems that they have connected with through fishing. They have a vested interest in the health and viability of their "home waters." Many members have expressed that they want to give something back to the resource that they enjoy and ensure that they pass on a healthy resource to their children.

Fishing: They like to fish or want to learn to fish and being a member of TU opens doors to opportunities and information. For many TU members, conservation concerns have largely stemmed from an initial interest in fishing as a sport and a love of the outdoors. By attracting people to the sport, you can then educate them on the need for conservation.

Friends: They want to make friends with shared interests or join to be with current friends. Often members have been encouraged by a friend to become involved. Friendship is a powerful motivator, and by keeping activities and events fun, you create an organization that casts a broader net when it comes to membership involvement.

Diversity: For a healthy TU, encourage involvement at every level. Be open to different points of view and ways of doing things. At your next TU meeting or activity, look around. Does the diversity you see reflect the communities you serve? How many participants are women? How many people are under the age of 30? How many members are non-white? Does this reflect the communities where you fish?

The places you would like to fish? Does your organization's diversity reflect the partnerships you wish to form to accomplish coldwater conservation more effectively? If your chapter lacks such depth and breadth of diversity, or you are simply looking for new ways to bring in more members, new members, and to expand the relevance of your work and TU, then review the resources on this topic in the Tacklebox. There you will find information to help you generate a diversity strategy, set some goals, make a plan – for casting wider and more effectively. To boil it all down, you can get going by thinking about this work in three steps: 1) invite; 2) welcome; and 3) connect. Purposefully reach out and invite people and partner organizations who reflect the diversity your chapter lacks. Then, be sure to welcome everyone who shows up to a TU meeting or event. And, finally, connect. Ensure that these folks have real connections with people in the chapter. Connections lead to engagement and retention, meaning that your work to diversify your chapter will have a lasting impact. By thinking about and planning to address diversity in your chapter, it will provide that your chapter has greater adaptability, resiliency, and new human resources to accomplish more meaningful outcomes for coldwater conservation.

With the above in mind, the following are suggestions that you can use in your strategic membership development plan:

- Place TU brochures and local chapter information in places anglers frequent.
- Build a TU kiosk at a stream restoration site.
- Create a website that illustrates your programs and upcoming events.
- Develop a good relationship with local media. Get your events publicized in newspapers, radio and TV.
- Plan outreach activities that piggyback on larger events.
- Organize fly fishing clinics to introduce more people to the sport. Consider youth or women specific events or family friendly events.

Developing Members into Active Volunteers

While some members are content to support TU through an annual contribution, one of TU's strengths is that a large percentage of its members are active. Active members translate into strong chapters which lead strong state councils, all of which contribute to a unified, cohesive national organization. Developing new members into active volunteers should be a high priority.

It is important to ensure that your chapter provides an environment that offers members various opportunities to engage with the organization.

When a new member comes to a meeting or a chapter event, does your chapter have a plan in place? Some things to consider include:

- Make them comfortable. Designate a volunteer greeter at meetings.
- Get to know their interest and match that to an initial volunteer task.
- Have a plan. Do not let someone slip away because at the time they offered to help, you did not have something for them to do. Keep a list of things that people can always do.
- Keep it simple at first. Realize that often people feel intimidated to take on big tasks when they are new to an organization. Do not ask them to put out the next newsletter right off the bat; instead invite them to help stuff envelopes.
- Provide opportunity with varying levels of responsibility. Effective leaders create an organizational environment conducive to member involvement and the successful retention of loyal members.

"People are more likely to say "yes" when they understand the potential rewards." Keep this in mind when asking someone to take on a new task. Instead of saying "I can't find anybody else to coordinate this outing. Will you do it?" Think first about what rewards might be associated with it for that person, and then tailor the reward to the individual. For a new angler, you might suggest, "it would provide an opportunity for you to make new fishing partners." For a young member, "it would be a chance to learn organizing skills." And for a long-time member, "you'd be making an important contribution to the chapter's conservation goals."

Delegate: Consider taking an item from your to-do list today and finding a capable volunteer to take it over. It is one less task for you, and an opportunity for someone else to become involved and take more ownership in your chapter or council.

Provide recognition and feedback: It is very important for volunteers to know that they are doing a good job and that they are recognized for their efforts. This will make them feel that they are a real asset to the group, and encourage them to take on more responsibility in the future.

Invest time: Invite a volunteer sit on a committee or ask a committee member to chair that committee. Set up a support system within the chapter for mentoring new leaders. Invite a volunteer to sit in on Volunteer Operations led Leaders Only Tools trainings or a one-on-one leadership training. Spend the time to develop an up-and-coming volunteer's skills.

It is always a good idea to ask your chapter these questions:

1. Have you identified members that might volunteer if asked?
2. How are you making volunteering rewarding or attractive?
3. Have you made participation easier by removing barriers and articulating expectations like time commitment, abilities/ skills, opportunities, etc…?
4. Have you set up a support system within the chapter for orientation and training?

Building an Engaged Board of Directors

Ideas for building an engaged board:

- Choose the right board members.
- Clarify volunteer roles and expectations and orient judiciously.
- Make it meaningful.
- Make it stimulating and fun! Get to the water. Go fishing.
- Run effective meetings. Remember your bylaws and reference Robert's Rules.
- Evaluate the Board's effectiveness regularly.

Delegation:

In a volunteer-based organization the ability to delegate successfully is central to achieving the overall mission of the group. Yet, for busy people with a full schedule the time for delegating successfully often seems wasted—"I can do it faster than I can explain it" is a common response to the task of delegation. The whole objective in delegation in a volunteer-based organization is to cultivate relationships and train people for positions of increasing responsibility—depending on their talents and interests. There are important reasons for taking the time to delegate:

- Any time you perform a task that someone else could do, you keep them from learning, and you take time away from a project that only you can do
- Being given responsibility (and, thereby, trust) can motivate and involve volunteers at a new level
- Delegation strengthens a group by giving people the experience needed to back up one another
- Nothing motivates better than success, and a well-delegated task enables your volunteers to experience success in a direct and meaningful way

There are five steps to a successful delegation:
1. Prepare yourself
2. Select the right person for the job
3. Prepare volunteers for delegation
4. Make the delegation
5. Follow through and monitor

Running a Productive Meeting:
Like most organizations, TU chapters and councils conduct their business primarily during face-to-face meetings. Councils are becoming more and more likely to choose webinar or teleconference technology to facilitate their meetings, particularly in geographically vast areas. These best practices; however, are applicable in both in-person and teleconference settings.

The fastest way to lose volunteers for your chapter or council is to have ineffective meetings. There are eight key elements to a successful meeting:
1. **Bylaws Adherence:** Keep a copy of your chapter or council bylaws available for reference at every meeting.
2. **Decision-Making/ Robert's Rules of Order:** Nothing is more frustrating to a group than not understanding how decisions are made. Be clear about how the group is going to make up its collective mind and then stick to it.
3. **Effective Conflict Management:** Conflict need not be destructive. Handled effectively, differences can result in new and better ideas and projects, as well as a stronger sense of "team" for having weathered the storm together.
4. **Accountability:** In order to avoid a situation of resentment among board members who have different standards of performance, it is important that a chapter or council board hold one another accountable. This approach establishes respect among board members who are held to the same high standards and ensures that poor performers feel pressure to improve.
5. **An Agenda/ Preparation:** Every meeting should have a written agenda that allows the participants to come to the meeting with a clear idea of the goals for the meeting and allows the meeting to stay on track. Preparation for the most important business meetings should include advance mailing of the draft agenda and attachments.
6. **Facilitation/ Leadership:** The role of the facilitator is to use the agenda to keep the meeting on track on behalf of the group. The facilitator should also make sure that all participants are heard from and the conversation remains constructive.
7. **Time/ Attendance:** Start and end your meetings on time. Clarify to all board members expectations on attendance (e.g. must attend 7 out of 10 board meetings per year to keep board position.)
8. **Inclusion/ Atmosphere:** A good atmosphere is central to a successful meeting. If people have fun they will be more likely to come back. Find a meeting place that is consistent with the nature of the meeting, but varies to retain interest. Remember that a volunteer-based group depends for its very survival on the recruitment of new members and potential leaders. Identify members who are potential leaders and include them in a board meeting. In order to ensure all attendees feel welcome, especially newcomers, take the time, make the effort, to greet all attendees.

Before Meetings:
1. Establish rules of conduct
    - Ensure that everyone agrees on how to work together by setting basic ground rules
    - Clarify how the board makes decisions
    - Stress the importance of respect at and away from the board table
    - Agree on how to disagree
2. Require some advance reading
    - The agenda
    - Save time during board meetings by preparing draft board recommendations in advance, when appropriate
    - Keep the reading short and sweet, including past meeting minutes

  - Have available to all volunteer leaders important documents (either digitally or has printed handouts) including (but not limited to:
    - Roster of the board members with bios, job descriptions, board responsibilities
    - Committee lists, chairs, job descriptions, advisors
    - Legal documents and policies, bylaws, policy on conflict of interest, travel expenses, insurance summaries
    - Financial statements and budget
    - Strategic framework and current plan
    - Programs and service
    - Upcoming and annual events
3. Make board training a priority at every meeting
   - Give board members a broad overview of the organization at least once (vision, mission, history, structure)
   - Pick a particular section of this Leadership Manual for a focus area (fundraising, membership development, risk management, etc…)

During Meetings:

1. Stay on topic
   - Clearly define the outcomes you wish to achieve during the meeting to prevent lengthy, unfocused discussions
   - Make sure everyone understands each task before the board
   - Do not let the board get sidetracked by personal issues
2. Use consent agendas
   - To save time, combine routine items into one item for the board's approval
   - Ease your board into consent agendas until everyone is comfortable with the idea
3. Focus on decision-making
   - Change the format of meetings from show-and-tell to give-and-take
   - Give the board important work to do
4. Involve all board members – ensuring everyone has the opportunity to speak
   - Let board members learn from others
   - Stress that interactive learning is as important for long-time members as it is for new board members
5. Make sure the facilitator (chapter president/ council chair) remains neutral
6. Choose the right meeting place and room set-up
   - Try holding meetings at a site that will help board members connect with the organization's mission
   - Vary the meeting site throughout the year
   - Seek a quiet place
   - Consider the seating arrangements
   - Watch where you sit
7. Keep finances understandable
   - Know how much is too much information
   - Make sure the financial reports the board receives are timely and accurate
   - Teach the board to look for expenses or income that is significantly over or under budget
8. Focus on the mission
   - Provide context to board meetings by reminding the board of the organization's mission and current strategic plan to keep it fresh and relevant.
9. Make the most of the minutes
   - Include the basics
   - Do not provide too much detail
   - Record information that could be helpful during a legal review
   - Circulate the minutes a few days after the meeting
10. Have a good time
    - Never underestimate the power of humor… or fishing.

After Meetings:

1. Encourage reflection
    - Critique the meeting
    - Conduct a board self-assessment every three years
    - Conduct a board member self-evaluation

Basic Board Room Etiquette:
1. Encourage good attendance
2. Develop a meeting structure
3. Start and end on time
4. Set meeting dates far in advance
5. Follow up with no-shows
6. Ask board members for feedback on meeting dates
7. Encourage relationship building
8. Schedule breaks
9. Acknowledge milestones such as birthdays, anniversaries, promotions, retirements and especially turnover in your own chapter or council
10. Ask for help when you need it: Seek the professional guidance of a consultant, mediator or volunteer operations staff if necessary
11. Encourage open communication

Effectively Managing Conflict in Your TU Chapter or Council
You joined TU to be a part of an angling community dedicated to our mission, not to deal with unpleasant conflict or unhappy volunteers. But it's important to remember first, that all volunteer organizations have conflict; and, second, that good things can (and often do) arise from conflict that is effectively managed.

Conflict need not be destructive. Handled effectively, differences can result in new and better ideas and projects, as well as a stronger sense of "team" for having weathered the storm together. When that happens, future conflicts are more likely to also be handled constructively. Conflict side-stepped or not handled in a thoughtful manner can have devastating results. At minimum, such situations chew up valuable volunteer time, burn out existing volunteer leaders, and discourage new leaders from stepping forward. More serious and "public" conflicts can stop current members from becoming more active, stop new members from joining, and damage the reputation of the organization in the eyes of fisheries agencies, other conservation or fishing group leaders or elected officials.

So, don't wait for conflict to arrive. Review TU's document, "Keeping the Peace: Effectively Managing Conflict in Your Chapter or Council," which was developed to help volunteer leaders reduce the likelihood that unproductive conflict will occur within their TU chapter or council and, when it does occur, to manage it effectively. Use this document and handy checklist as the basis for a board discussion about managing conflict. Prepare your chapter or council now so you can keep the peace and stay focused on saving fish and having fun.

Board Succession Planning
A conservation organization is a vital, living thing and, as such, needs a constant infusion of "new blood"—new ideas, energy and enthusiasm—in the form of new leaders. Many organizations suffer because board members or other leaders are unwilling to give up the reins, or nobody else has been groomed to take over leadership. Before you know it, you're doing the "leader shuffle," moving the same people around in leadership roles. As a result, the group may become cliquish or stagnant, and unattractive to the new blood it so badly needs.

Leaders have a lot to do with the quality of a chapter. A board without experienced leadership is often a chapter without direction. Because of this, every board needs to plan for officer succession. A chapter or council will stagnate and decline without an influx of new leaders. Developing new chapter or council leaders requires thoughtful attention and long-term planning in order to insure the ongoing vitality of any chapter or council.

Yet, still, many chapter and council leaders find themselves concerned that there is no one to replace them. They may be feeling burnt-out and ready to let go of the reins; however, they fear that without their leadership the chapter or council will fold. If this sounds familiar to you, ask yourself the question, "Why doesn't my chapter have candidates for all of the officer positions?" Only by defining the underlying reason are you able to find a long-term solution. Common examples of what stops TU members from accepting leadership roles include:

- They have watched others before them burn-out/ do not know how much time it will take/ not enough time;
- Doesn't sound exciting;
- Lack of understanding of programs/ unclear, general goals;
- 'Old guard' unfriendly to newcomers/ too exclusive;
- Insecure about skills; or
- Fear of commitment

Although solutions to this problem will be unique to each chapter or council, there are a few common tactics any chapter or council can employ to get started on a leadership development plan. Here are some ideas:

Watch for the up-and-coming natural leaders in your chapter. There will certainly be some people who articulate and pursue TU's and your chapter's goals with noticeably more energy and success. Other chapter members listen to them, and they are obviously highly motivated. Encourage these budding leaders to assume leadership roles and work with you and other officers on chapter management. Try to identify what leadership roles suit these members, then ask for and encourage their participation.

Consider taking an item from your to-do list today and finding a capable volunteer to take it over. It is one less task for you, and an opportunity for someone else to become involved and take more ownership in your chapter or council. The whole objective of delegation in a chapter or council is to cultivate relationships and train people for positions of increasing responsibility–depending on their talents and interests.

Evaluate your recruitment criteria. Make sure your nominating committee is bringing in new board members with leadership experience. And be sure to let the candidates know they are encouraged to take on officer responsibilities.

Pay attention to term limits, and find a new home for the "old guard." Long serving volunteer leaders make great nominating or conservation committee chairs, for example. Do not allow former leaders to rotate back on the board over and over again. Term limits are not personal, they are institutional. Every healthy non-profit organization recognizes the need to develop and expand their pool of leaders. That is why term limits were designed—to structurally create healthy turnover and renewal among leaders. Term limits do at least three important things. They:

1. Force you to work at renewing the board and other leadership positions.
2. Allow you to replace leaders who have not worked out.
3. Allow "star" leaders to take a break.

Check your bylaws to determine how they already address this issue. If your chapter has not been enforcing term limits, we suggest you put this topic on the agenda for an upcoming board meeting. If your bylaws do not cover the issue of term limits then initiate a discussion within the chapter or council and consider adding term limits to the bylaws. If you cannot find new leaders to step forward, have a frank discussion about why people are not interested in becoming leaders. Then come up with a plan to begin to remedy the one or two most pressing problems this year. Your chapter will be stronger for it.

Evaluate your training and leadership development opportunities. Help willing candidates learn and obtain the tools they need to take on added duties. Serving as a committee chair is an excellent occasion to learn. Invite a volunteer to sit in on Leaders Only Tools or New Chapter Volunteer trainings. Spend the time to develop an up-and-coming volunteer's skills. Set up a support system within the chapter for mentoring new leaders. As new chapter leaders come on board, pass on your valuable knowledge of the chapter's specific situation: its relationships (internal and external), needs, abilities, and limitations. Give them the secrets that you have had passed to you (or wish you had) and that you have discovered.

Finally, do not forget to ask for help if you need it. Not only can your council likely help your chapter in these efforts, but volunteer operations staff is only a phone call or e-mail away.

Passing the Torch:
As a chapter president or council chair whose office term is up, your job is not completed until you have officially passed the torch to the new leader. Completing the circle of leadership is both your legacy and your responsibility. The on-going function of the organization depends on a smooth management transition. Leadership in any organization is important, and the investing of a new leader is especially important.

Set up a time to meet with the incoming leader to talk and pass on information that he or she will need in this new role. The following is a checklist of things that you will need to hand over or convey to the new leader, in order to make the transition a smooth one:

- This TU Leadership Manual
- Chapter/ council bylaws
- If applicable, chapter incorporation, gaming license, certificate of state tax-exempt status, etc.
- Important local contact information
- Copy of chapter or council's financial records and CEI data
- Record of meeting minutes from the last two years
- Past newsletters
- Any long-term strategic campaign plans developed by the group
- Program files
- Media contact list
- List of commitments and deadlines that need follow-through
- Supplies (TU letterhead and envelopes, membership materials, etc…)
- Any equipment that was purchased by the chapter/council for the leader (computer, fax machine, etc.)

Each chapter and council will develop their own ritual for handing over the reins of leadership. Passing on your leadership is your last formal responsibility. Invest the moment with significance. Think about handing over the title at a special chapter or annual meeting, at a yearly event (e.g., dinner, lunch or fundraising event,) or using the local media to create a sense of importance (and gain some free publicity.) We want our leaders to succeed and to rise to the level of sound leadership – invest the occasion with significance to re-enforce the importance of this transition.

Chapter 8: Safeguarding Chapter and Council Assets

Chapter and council volunteers work hard to raise funds for conservation and related purposes, and one of the most important responsibilities of chapter and council officers is to safeguard and protect those funds so they are used for the purposes for which they were raised. A few simple steps can safeguard those funds and other chapter and council assets. In 2015, the Board of Trustees adopted the Trout Unlimited Policy on Financial and Property Controls for Chapters and Councils, and that policy sets out several requirements and recommendations, including:

- Monthly review of financial records by a board member who is not authorized to sign checks.
- A written inventory of all property in excess of $200 in value.
- Not knowingly electing to a chapter and council or council office a person who has been convicted of a crime involving fraud, dishonesty or financial impropriety or who is a registered sex offender.
- Recommendations for setting term limits for officers, especially treasurers; dual signatures on checks over $1,000; and best practices for the use of debit and credit cards.

Financial Reviewer
The best check against the temptation for financial fraud is for more than one chapter and council officer to review monthly each of the chapter and council's bank-account records (including the records of any debit/credit card or electronic-banking transactions.) Therefore, chapters and councils must provide access to the records of all accounts to one chapter and council officer who is not authorized to sign checks, otherwise withdraw funds from the accounts, or make charges on a chapter and council credit card. That officer could be an assistant treasurer whose sole function is to review the accounts, or it could be an existing officer. That access may be electronic through the relevant financial institution and credit-card company or through hard copies of bank and credit-card statements, but the records reviewed must show the date, amount, and payee of the transactions. Electronic access must not be of the type that gives the reviewing officer the power to withdraw or transfer funds from the chapter's and council's account. If hard copies of bank or credit-card statements are used, they must be mailed directly from the financial institution or credit-card company to the officer charged with reviewing the records, who can then forward the statements, after review, to the treasurer. The chapter and council officer charged with reviewing the records of the chapter and council accounts and credit cards must review those records at least monthly and must report any inappropriate checks, debits, or charges to the chapter and council's board of directors.

Personal Property Inventory
Each chapter and council must prepare and keep a current written inventory of all personal property in excess of $200 in value that the chapter and council owns and must appoint an officer to oversee that property. This will help assure that the chapter and council is aware of the property that it owns, so that property can be properly used. A sample inventory listing spreadsheet and electronic storage space is available for chapter and councils and councils to use in the Leaders Only Tools section of tu.org.

Accounting for Restricted Donations
Chapter and councils and councils must assure that money or other assets donated for a particular purpose are used only for that purpose. It is improper, for example, to raise money for work on a particular river and then to use the money for a different purpose without the expressed approval of the persons or organizations that donated the money.

Term Limits
The establishment and enforcement of term limits for chapter and council officers are hallmarks of a strong chapter and council and help assure the financial integrity of the chapter and council. Chapter and council leaders should make developing new leaders a priority. While the recruitment of members to serve as treasurers can be difficult at times, the rotation of the office of treasurer inspires confidence on the part of the members in the continued accuracy of chapter and council finances. Under TU's bylaws (Art. VII, sections 1.a and 2.d), chapter and councils and councils should establish bylaws consistent with the model bylaws, which contain term-limit provisions. The Board recommends that chapter and councils and councils abide by those term-limit provisions.

Check Signing Authority
It is strongly encouraged that chapter and councils and councils require that two chapter and council officers sign any check (typically over a $1,000 threshold) if a dual-signature requirement is permitted by the chapter and council's financial institution. Adopting a dual-signature practice will require a written board resolution that is filed with the chapter and council's financial institution, so that the financial institution will both know of the requirement and can be held responsible for cashing checks without the proper signatures.

Debit Cards
Chapter and councils and councils should use debit cards and electronic banking with caution. Debit cards and electronic banking do not contain limits on the amounts that may be debited from the account, and significant funds can be removed from the account without the notice of even vigilant chapter and council officers. Unlike with a credit card, if an unauthorized transaction is made with a debit card or through electronic banking, the burden is on the chapter and council to prove that the

transaction was unauthorized, and the amount of the transaction is frozen while the transaction is under review. Bank statements do not routinely contain detailed information concerning debit-card transactions, such as the payee of the transaction, information that is critical to determining the appropriateness of the transaction. If a chapter and council elects to use debit cards or electronic banking, the chapter and council officers must be extra vigilant. It is strongly recommended that chapter and councils and councils which use these banking practices establish banking relationships with banks that will send instantaneous text or e-mail messages of each transaction to designated chapter and council officers.

Credit Cards
Credit cards can be useful tools for chapter and council financial practices, but they must also be used with caution. Chapter and councils must pay off the amount charged on the cards each month, so that they do not incur debt that cannot be readily re-paid. In addition, chapter and councils must set reasonable limits on the amount of credit available through the cards. It is strongly suggested that, for most chapter and councils and councils, the available credit be capped at no more than $5,000. Unlike debit cards, fraudulent credit-card transactions can be reversed more quickly without freezing chapter and council assets for prolonged periods of time.

Reporting Violations
If a chapter and council discovers or suspects that money or other chapter and council property has been stolen, has been used for an unauthorized purpose, or has been used for a purpose inconsistent with TU's purpose, the chapter and council must immediately report that incident to TU's Vice President for Volunteer Operations.

Chapter 9: Liability and Risk Management

The goals of this chapter are to help TU chapters and councils increase their awareness of risks, the importance of incorporating the concept of risk management into their planning efforts, and their general understanding of TU's insurance policies. Because every situation is different (due to location, audience, activity, season, etc…) chapters and councils are strongly encouraged to contact volunteer operations staff with any and all questions regarding insurance or liability issues. Additional information on TU's insurance and on risk management can be found in the online Tacklebox, and we urge council and chapter leaders to become familiar with those materials.

It is impossible for any organization that does good things to completely avoid risk. However, if all of us involved with TU -- from the Board of Trustees to the staff to our local chapter leaders -- focus on the risks involved with the TU activities they are involved with and try to manage those risks, the work we do will be better, we will have broader public support, and we will minimize the chances of TU facing liabilities that could sap our financial resources and undermine our conservation efforts.

The first step in managing risk is understanding what risks your chapter or council may face on any planned project. Once your chapter or council understands those risks, it needs to analyze whether it is capable of managing them, that is, it needs to make sure that it has the resources to eliminate or minimize those risks. If it is not sure it is capable of handling the risks involved in any project, it should seek help from volunteer operations staff.

Passing on the Risk
In many circumstances, a chapter or council can pass the risk of an activity on to others who are better equipped to handle the risk. As discussed below, a council or chapter can pass on risk, for example, by having a licensed and insured caterer (rather than the council or chapter) serve alcoholic beverages at events, by having insured outfitters provide and handle boats at boating events, by having insured and licensed engineers and contractors handle projects requiring professional skill, and by having parties other than the chapter or council contract with engineers, contractors, and landowners.

Minimizing the Risk

A council or chapter engaged in a project or an event should take reasonable steps to minimize risk. It can do that in several ways, including by following the policies and recommendations set out below.

Contractual Liability

TU chapters and councils routinely enter into contracts to further their conservation work. Many of those contracts, especially those involving stream-improvement or other construction work, have risks for the chapter or council involved and, in some instances, for the national organization, as well. The Legal/Risk Management Committee of the Board of Trustees has prepared a document, "Contract Guidance for TU Chapters and Councils," which requires that the following categories of chapter and council contracts be submitted in draft form to volunteer operations staff for review. All of these categories of contracts involve potentially serious risks for the chapter or council involved.

1. Any proposed contract under which a chapter or council agrees to indemnify anyone unless the proposed indemnification language limits the indemnification obligations to the acts and omissions of the chapter or council that are covered by TU's insurance.
2. Any proposed contract involving the removal or repair of any dam, any work on abandoned mines, and any work on possibly polluted sites.
3. Any proposed contract with a federal agency when the amount of the contract is $100,000 or more.
4. Any proposed contract with a state agency.
5. Any proposed contract involving a public road or highway or involving a railroad right of way.

Volunteer operations staff may exempt from this review process proposed contracts of chapters and councils that have established their own appropriate legal review of contracts and that follow the guidance for contracts established by the Legal/Risk Management Committee. For contracts involving uninsured or excessive risk, the Board of Trustees has established a process for review involving senior staff and members of the Legal/ Risk Management Committee. To review the policy establishing this review process or to download a copy of the "Contract Guidance for TU Chapters and Councils" document, visit the online Tacklebox, under "Important TU Policies" or contact volunteer operations staff.

Agreements under which a chapters or council agrees to indemnify or hold harmless another party are particularly fraught with risk. As indicated above, any proposed agreement under which a chapter or council agrees to indemnify or hold harmless another party must be reviewed and approved by national staff unless the proposed indemnification language limits the indemnification obligations to the acts and omissions of the chapter or council that are covered by TU's insurance. If a chapter or council does enter into an indemnification agreement that goes beyond the coverage provided by TU's insurance policies, then any liability under that agreement is solely that of the council or chapter. Chapters and councils should always avoid agreeing to pay attorney fees, expenses or costs for another organization in connection with TU activities.

In many cases TU chapters and councils sign memoranda of understanding (MOUs) with a variety of partners. MOUs can be helpful to the extent that they set out clearly the obligations of the parties to the document and thus can help to avoid problems down the road about what each party's obligations are. Chapters and councils should be aware, however, that MOUs are binding contracts that impose enforceable obligations on the parties. Hence, they must be entered into carefully, and chapters and councils should only take on obligations that they are sure they can fulfill. Of particular importance is any provision of an MOU that addressed ownership of funds raised by the TU Chapter in the joint effort. TU's document entitled "Contract Guidance for Trout Unlimited Chapters and Councils," referred to above, contains more detailed information on how chapters and councils should address contracts and MOUs. If you have any questions about proposed MOUs or would like to know whether such a national-level MOU template is available for the partnership your chapter/council is exploring, please contact TU's Vice President for Volunteer Operations. To the extent that a proposed MOU seeks to have TU, a chapter or a council indemnify or hold another organization harmless, please see the question and answer on indemnification, above.

Proper drafting and negotiation are essential to avoid the common pitfalls of contractual liability. Volunteer operations staff will be happy to review any proposed contract, but a draft of the proposed contract is required. To facilitate the process and avoid unnecessary risks, chapters and councils seeking national staff review of proposed contracts should submit a draft of the contract at least 14 days before the date of scheduled execution.

In addition to the above, for their own protection, chapters and councils should require committee and/or chapter board approval before contracts are signed or other commitments made that involve large sums of money or long periods of time. Be aware, however, that in most cases an outside company or person is entitled to rely on the "apparent authority" of an officer of a corporation or organization. Therefore, the lack of chapter board approval will generally not invalidate a contract or commitment signed by an officer of the chapter.

In addition, many kinds of contracts are enforceable even if they are not put into writing. Always use written contracts, so the responsibilities of the parties are clearly set out.

If your chapter or council decides to hire staff, please contact TU's Chief Financial Officer before you do it. TU has established requirements for the hiring of any staff, including any staff hired by a council or chapter.

Real Property Issues
The ownership of interests in real property also raises significant risk for chapters, councils and for the whole organization. As a result, TU's Board of Trustees has adopted several policies governing the acquisition by any part of TU, including chapters and councils, of interests in real property. As a general matter TU, at the national level and at the council and chapter levels, is not set up to own or manage interests in real property and should own or manage interests in real property only in the most unusual circumstances. All of the policies listed below can be found in the Important Policies section of the Tacklebox.

Trout Unlimited Policy on the Ownership of Interests in Real Property:
This policy establishes a process for TU to follow if the national staff or a chapter or council wants to retain or acquire an interest in real property. The policy also addresses a process for the review and approval of office-space leases.

Trout Unlimited Policy on the Ownership of Access Rights for the Purpose of Recreational Fishing:
This policy establishes a process for all of TU to follow when acquiring, by agreement, access to privately held property for the purpose of recreational fishing. Some of these proposed agreements require the approval of the national staff.

Resolution Concerning the Prohibition of Holding Interests in Conservation Easements:
This Board resolution reaffirms the Board's policy that no part of TU should own interests in conservation easements. While the Board of Trustees strongly encourages TU at every level to work to protect land and access to land for conservation and fishing, TU is not set up to manage and enforce conservation easements. TU should work with accredited land trusts and landowners to have land trusts acquire and enforce these easements.

Trout Unlimited General Policy and Guidelines for the Acceptance of Charitable Contributions:
While TU at every level welcomes gifts and contributions, some of those gifts, such as gifts of real property and closely held securities, can present liability issues. This policy identifies which kinds of gifts require review of the national staff before they may be accepted.

Liquor Liability
From time to time, chapters and councils desire to have alcoholic beverages supplied at TU sponsored events. This can take several forms, depending upon who furnishes the beverages, who serves the beverages and who charges for the beverages. TU recognizes that alcoholic beverages can be enjoyed responsibly, but the serving of alcohol at any TU event involves risks not only for your chapter, council,

and volunteer leaders, but also for anyone who could be injured by someone who consumes too much alcohol at the event. Chapter and council leaders should be particularly aware of the risks involved with serving alcohol and should take steps to avoid or minimize those risks. This section of the Leadership Manual discusses the best ways to reduce those risks.

The best way to avoid the risks involved with alcohol is not to allow alcohol at events that are not purely social events. Alcohol has no place at youth events (including camps), at teaching events, at events involving watercraft or wading, or at stream restoration and cleanup events, especially where potentially dangerous tools or equipment are used. Chapters and councils should prohibit anyone from using alcohol at such events and should strictly enforce that prohibition.

If your chapter or council wishes to have alcoholic beverages at purely social events, your chapter or council must use third-party professionals to sell and serve alcohol. Those third-party vendors must be licensed by state and local authorities to sell and serve alcohol and must have at least $1,000,000 of liability insurance for that sale and service. Most social events take place at facilities that are licensed to serve alcohol, including hotels or restaurants. Licensed caterers can be retained for other social events. In short, chapters and councils must not sell or serve alcohol.

In addition, chapters and councils must not profit--either directly or indirectly--from the sale of alcohol. They must not, for example, agree with the vendor to receive a donation calculated on a percentage of the sales of alcohol at the event.

In addition, chapters and councils should:

- Assure that the licensed server will provide a trained bartender to measure drinks, assess the condition of the patrons, and stop serving anyone who has had enough to drink.
- Obtain a copy of the server's liquor license and liquor liability policy and make sure that policy has limits of at least $1,000,000. Give volunteer operations staff a copy of the license and the liquor liability policy at least two weeks before the event.
- If possible, have TU, your chapter, your council, and your volunteers named as additional insureds on the licensed server's liquor liability policy. (This may be difficult, unless the event is large)
- Make sure (1) that the alcohol is served only during the first part of the event and the bar is closed when the meal, if any, starts or shortly thereafter, (2) that "tipsy taxis" or designated drivers are provided free of charge, and (3) that free non-alcoholic beverages are readily available.
- Limit drinks to beer and wine and control the number of drinks available through drink tickets provided as people enter the event.
- Even if the event does not involve a meal, make sure that food of some sort is served.
- Negotiate a rate for meals and facilities that is not based upon the amount of alcohol served and do not share, even indirectly, in the proceeds of alcohol sales by a licensed server.

While TU's insurance policies do provide coverage for liquor liability, that coverage is limited, and it is technical. Chapters and councils should not assume that they have coverage under that policy for their activities if those activities vary from the practices listed above without first checking with the volunteer operations staff.

If for some reason your chapter or council is involved in planning an event at which it will charge (even indirectly) for alcohol, in which it will serve alcohol, in which the chapter or council will share (even indirectly) in the proceeds of the sale of alcohol, or in which your chapter or council is required to obtain a liquor license to serve or furnish alcohol, your chapter or council must contact volunteer operations staff well before the event is scheduled to occur. Volunteer operations staff will work with your chapter or council to assure that your event is structured to bring it within the coverage of TU's insurance policies. This same rule applies if your chapter or council is part of a group or coalition that charges for alcohol, that shares in the proceeds of the sale of alcohol, or that is required to obtain a license to serve or furnish alcohol.

Many states and local jurisdictions require non-profit organizations to obtain event or similar licenses before they can serve or furnish alcohol at events, and any chapter or council considering serving or furnishing alcohol at any event should check with its state and local authorities to determine if a license to serve or furnish alcohol is required for that event.

Youth Camps and Other Youth Projects

It is vitally important that all of our youth programs have as their highest priority the safety and well-being of the children who participate in them. The programs should be carefully structured and carefully supervised to minimize the risks of physical danger and other harm.

Whenever adults work with children and youth, there is the risk of sexual abuse. Organizers of TU events involving children must structure those events to minimize the risk of sexual abuse. Events must be structured to avoid having one adult working with one child or one youth in an isolated setting. When working with or instructing children or youth on streams and rivers, volunteers and TU staff must work at least in pairs. Whenever possible, volunteer leaders and staff should limit events involving children and youth to one central area of a stream, pond, lake, recreation area or community center, so activities can be easily monitored.

TU requires that TU volunteers, TU employees, and other TU-retained staff pass a background check before they may participate in any TU-sponsored overnight camp involving children or youth. If your chapter or council is planning an overnight youth camp, please be sure to read the full background check and sexual abuse policy in the Tacklebox. TU national covers the cost of the background checks.

In addition, Pennsylvania requires that volunteers working with children or youth (even if the work is not in a camp setting) pass background checks in some circumstances, and other states may have similar requirements. If you are uncertain what the requirements of your state are for programs in which adults, as volunteers or paid staff, work with children or youth, please contact Volunteer Operations staff.

TU has adopted a Sexual Abuse Policy which is posted in the online Tacklebox on tu.org. Every volunteer, TU employee, or other TU-retained staff who will be involved with children or youth in a TU-sponsored event must read, sign and return the policy to TU's Youth Education Director before participating in the event. It's the responsibility of the person in charge of your council's or chapter's children or youth program to assure that every volunteer, TU employee, or other TU-retained staff has reviewed and signed the Sexual Abuse Policy.

Organizers of TU events involving children and youth need to keep in mind that children and youth cannot legally consent to participate in the event, cannot agree to waive any right they may have to pursue claims against the organizers of the event, and cannot consent to the use of photographs containing their image. Therefore, TU strongly recommends that TU national staff and each chapter and council sponsoring a project involving children or youth obtain written liability waivers from the parent or legal guardian of each child or youth who will be involved in the event. A form of such a waiver can be found in the online Tacklebox on tu.org. The requirements for a successful liability waiver differ from state to state, and TU urges the organizers of TU events involving children and youth to have a local lawyer review the waiver forms found in the Tacklebox and amend them as necessary to bring them into compliance with the particular state's law.

TU staff and volunteers who participate in programs that occur under the auspices of other organizations, such as schools and boys and girls clubs, do not need to obtain liability waivers for children participating in those programs. That would include programs such as Trout in the Classroom.

Children and youth, like adults, have a right to their privacy, and no one must use photographs, videos, or other depictions of a child's or youth's likeness without the express written permission of the child's or youth's parent or legal guardian. A model release form giving permission for TU, its chapters and its councils to use a photograph or video of an adult, a child, or a youth is found in the Tacklebox on tu.org. No child or youth should be prohibited from participating in a TU-sponsored event if his or her parent or guardian declines to sign the model release form. If a parent or guardian of a child or youth declines to sign the model release form, no pictures, videos or other likenesses of the child or youth may be used by anyone associated with the TU-sponsored event.

Please remember that a child's or youth's contact information is to be used solely for chapter-related or council-related business and must be held in compliance with *Trout Unlimited's Privacy Policy*. Youth member contact information should never be used for external purposes without the written consent of the child's parent or guardian. For more information, please see our *document on youth member communications best practices.*

TU's liability policy covers events involving children, subject to the limitations and exclusions of the policy. Councils and chapters have the option of purchasing supplemental accident insurance, which covers physical injury to a participant in a TU event without regard to whether the injury was caused by anyone's fault.

Stream Restoration Liability
Stream restoration projects taken on by chapters increasingly involve major modifications to stream channels, moving heavy materials such as boulders or trees, and the use of heavy equipment. If your chapter is involved in a stream restoration project, TU has experts on staff who can assist you with the technical, financial, and liability issues associated with such projects.

The "Contract Guidance for TU Chapters and Councils" document referred to above addresses in detail liability risks involved in stream restoration projects and how to minimize those risks. Set out below are also some basic things your chapter or council should do to minimize risks in such projects.

First, if your chapter or council is going to sign any major contracts in connection with the project, submit that draft contract to volunteer operations staff for review at least 14 days before signing.

Second, TU's primary method of controlling liability in connection with stream restoration projects is to ensure that engineers and contractors involved with the project have adequate insurance in the event of a problem. If you hire a contractor or engineer in connection with any project, TU's contract with that contractor or engineer should require the engineer or contractor to produce a certificate of insurance and to name TU (the national organization, the chapter, the council, and TU volunteers) as additional insureds on the engineer's or contractor's policy. This is standard industry practice and should not present a problem for most contractors and engineers.

Finally, TU does not have liability insurance for damage caused by pollution, so if a project involves the movement or removal of potentially toxic material (including sediments) or the removal of a dam (even a small dam), you must contact volunteer operations staff to ensure that TU is not being exposed to any uninsured risk. The engineers and contractors involved in a project can usually obtain pollution liability insurance for that project that will cover TU and the involved chapter, council, and TU volunteers as additional insureds, but the chapter or council (working with volunteer operations staff) should assure that the coverage is adequate for the risks of the project.

Boating Liability
Boating events present good opportunities to engage current or prospective members in TU's mission and to provide beneficial, on-the-water experiences for others. Boating events, however, present some risk of injury to the participants, and those events must be structured to minimize those risks. TU has prepared the following checklist for boating events sponsored by TU national, its chapters, and its councils. By complying with the items on this checklist for any boating event in which you are involved, you can help assure that your event will be safe. (The word "boats" as used here refers to any watercraft, including but not limited to float-tubes, kayaks, and canoes.)

To minimize risk of injury to the event participants, you must assure that:

- All boats used in the event and their operators will comply with all of the requirements of federal, state, and local law concerning boating safety, including requirements concerning the wearing of life jackets/personal flotation devices by each person onboard.

- Regardless of the requirements of boating law, each boat associated with the event will have on it:
  - A throw-able, rescue rope
  - A life jacket/personal flotation device for each person onboard
  - A spare oar (if a drift or row boat)

- No minors will be on a boat for the event. *(If you have plans to include minors in your boating event, please contact the Vice President for Volunteer Operations well before the event.)*

- The body of water on which the event will take place is a safe environment on which to operate boats. (*Please contact the Vice President for Volunteer Operations well before the event if the event involves floating on Class 3 or more serious rapids.)*

- Your boat operators know the water on which the boats will be used and know how to operate their boats competently on that water. *(If excess risk is present, if inexperienced boat operators may be used, or if you have any other concern about the safety of the event, please contact the Vice President for Volunteer Operations well before the event.)*

- No one associated with the event will use alcoholic beverages during the event.

- All boats associated with the event are less than 58 feet long.

To assure that TU's liability insurance will cover claims for any injuries that may occur related to the event, you ***must*** assure that:

- No boats associated with the event will be used to carry people or property for a charge.

Please note that no part of TU (the national organization, chapters, councils, or the Coldwater Conservation Fund) should own any kind of boat. *(If your chapter or council owns a boat, please contact the Vice President for Volunteer Operations before you use it in the event.)*

In addition, to you ***must*** assure that:

- Only boats that are separately insured for liability by their owners will be used for the event and proof of that liability coverage has been provided to the event organizers. *(We understand that this is not possible in every case, and if that is true for your event, please contact the Vice President for Volunteer Operations before proceeding with the event. Approval for events in which uninsured boats are used can be obtained provided that the users of the uninsured boats are competent to operate their boats safely on the waters to be used for the event.)*

- A liability waiver is signed by each participant that has been reviewed by a local attorney. *(A sample liability waiver can be found in the Tacklebox, but the standards for effective liability waivers vary from state to state. Thus, the form below should be reviewed by a local attorney before your event. To learn more, contact the Vice President for Volunteer Operations.)*

- A sheet describing in detail the physical activities that participants will be engaged in during the event is prepared and that that activities sheet is signed by each participant in the event.

If you have complied with the requirements of this checklist, you may proceed with organizing your TU-related boating event. We strongly encourage you to reach out to the Vice President for Volunteer Operations if you have any questions or concerns about the event.

Liability Waivers
TU strongly recommends that each chapter and council obtain written liability waivers from participants involved in any TU project. Waiver forms are available in the online Tacklebox, under Business Practices >> Risk Management. The requirements for a successful liability waiver differ from state to state, and TU urges councils and chapters to have a local lawyer review the waiver forms found in the Tacklebox and amend them as necessary to bring them into compliance with the particular state's law. A parent or legal guardian must sign the liability waiver for a child or youth (that is, anyone under 18 years of age) participating in a TU project.

When working on a cooperative project with the federal government, be sure to have all participants sign up as volunteer workers for that specific work, if that option is available. Then, should personal injury occur, the member would be covered under the federal workers compensation program.

A Responsible Raffle Reminder
Raffles are important fundraising tools for chapters and councils, but it's important to remember that they also raise important legal issues. Councils and chapters need to be aware of those issues to avoid legal problems. Always check with your state's secretary of state and attorney general to make sure the raffle that your chapter or council is planning complies with your state's laws and with any applicable local laws. Moreover, do not sell raffle tickets to someone outside of your state either through the mail or over the Internet. Doing so may violate federal law and the laws of some states. It is better to take the time to check your state's law before conducting a raffle than to run into problems later.

Insurance Coverage
TU provides insurance coverage for chapters and councils and for their officers, directors, and volunteers. Below is a summary of the coverage provided. If you have any question on the scope of that coverage, please contact volunteer operations staff.

Remember that insurance is the last line of defense for risks. Chapters and councils can prevent or minimize claims on TU's insurance by carefully planning their activities, by understanding the risks presented by their activities, by passing those risks on to others better equipped to bear them, and by minimizing the risks that cannot be passed on to others.

TU’s Commercial General Liability Policy
TU’s Commercial General Liability (CGL) policy provides liability coverage for the negligence of TU councils, chapters, and members engaged in activities on behalf of TU. Negligence (for the purpose of this document) generally means the carelessness, mistake, unintentional acts or omissions of a TU chapter, council, or member that result in damage to another person or entity. As an example, if a TU chapter engages in a work project and the negligent act of one member injures another person, the policy would cover the chapter, council, and negligent member against a claim by the injured party, subject to the terms of the policy.

In some circumstances, TU’s CGL policy provides liability coverage for the negligence of persons who are not TU members but who are volunteering at a TU-sponsored event.

There are several areas that TU’s CGL policy does not cover. They include:

- Professional negligence, such as engineering malpractice.
- Workers compensation insurance. (TU national carries separate workers' compensation insurance for its employees only.)
- Some kinds of claims arising from work within 50 feet of a railroad. No chapter or council should undertake any project within 50 feet of a railroad right of way (whether or not the right of way is being used for railroad purposes) without first contacting volunteer operations staff.
- As indicated above, TU has some, but limited, coverage for liquor liability and boating liability.

If you have questions about whether a particular activity or project is covered by TU's liability insurance, you should contact volunteer operations staff or read the TU Insurance FAQs in the Tacklebox.

Proof of Insurance
Frequently, in connection with conservation projects, chapters and councils are asked by their partners to provide proof of TU's liability insurance. That proof is provided through a Certificate of Insurance, a standard document that indicates who is covered by TU's insurance policy. TU produces Certificates of Insurance for TU staff, chapters and councils only. A certificate includes, but is not limited to the following information: chapter or council name; TU point of contact; event location; and telephone number. Outside partner groups are not covered by TU's insurance. If your chapter or council needs a Certificate of Insurance for an upcoming event, please fill out the Insurance Request Form in the Tacklebox at least two weeks prior to your event.

If your chapter or council is asked to add another organization or a business as an additional insured on TU's liability policy, your chapter or council should contact volunteer operations staff. Only the insurance agent for TU's policies can add another organization or a business to TU's liability policy as an additional insured.

Directors and Officers Insurance
TU also has directors and officers insurance that provides coverage to TU members who are officers and directors of TU national and TU chapters and councils. The policy provides coverage for errors, misstatements, omissions, negligence, breach of duty and personal injury (such as defamation claims). There are exclusions in the policy, including exclusions for certain types of intentional misconduct. If you have questions about the precise scope of this coverage, you should contact volunteer operations staff.

Supplemental Accident Insurance
TU offers supplemental accident insurance for chapters and councils that will provide up to $25,000 of medical costs per participant per accident for all TU sponsored events, including youth camps, at an annual cost of $115 per chapter or council. An option for higher limits of $50,000 is available at an annual cost of $155.

Each chapter and council must apply for this coverage itself. A council cannot, for example, apply for this insurance for all the chapters in its state. The chapter or council's completed application will be effective on the date the signed application and premium amount is received by the TU national office, and the policy will expire on September 30 of each year.

Policy coverage for the supplemental accident insurance includes:
- Medical expenses arising out of an accident: $25,000 per participant per accident
- Dental expenses arising out of an accident: included in above limit
- Deductible: None
- Benefit period: 52 weeks
- Plan coverage: Full excess
- Accidental death benefit: $15,000
- Accidental dismemberment benefit: $25,000
- Accidental death & dismemberment aggregate: $500,000 per accident

All members in good standing of the participating TU chapter or council, volunteers, guests, and youth participants in activities sponsored and supervised by a chapter or council that has purchased this insurance are covered by it.

Covered activities include: meetings, fly-fishing instruction, training, stream clean up and stream maintenance. Travel arranged or provided by the chapter or council is also included. Sponsored activities with duration of over seven days are not covered unless specifically agreed to by the insurer, but overnight youth camps with duration greater than seven days are covered. The policy is "full excess," which means that it will cover expenses not covered by injured person's own insurance.

To apply for this supplemental accident insurance, fill out the application form in the Tacklebox and return it to volunteer operations staff.

Risk Management
In the Risk Management area of the website, you will find information on how to reduce risk for your chapter and council, including FAQs on TU's insurance policy, sample liability waivers, a form to request a certificate of liability insurance and information on TU's supplemental accident insurance.

Chapter 10: Requirements Dictated by the Limitations of TU's 501(c)(3)

Filing of the Chapter and Council Annual Financial Report
The primary way our organization gauges chapter and council activity and tracks the overall financial standing of TU is to collect annual financial statements from each chapter and council. These statements are filed electronically and are available in the Leaders Only Tools Section between October 1 and November 15, each year. The AFR may be filed by: chapter president; chapter vice president; chapter treasurer; council chair; council vice chair; NLC representative; council treasurer. These leaders must be listed as such in the Leaders Only Tools section.

TU's fiscal year is from October 1 through September 30. Please be sure to file your financial report based on this fiscal year. Most chapters and councils will file on a cash basis. This means reporting activity based on your bank account or accounts. Accuracy and consistency are important as the numbers reported are reviewed for trends and used to determine reporting requirements. Even if your chapter has had no activity in the last year, submitting a financial statement is required.

Filing a financial report with the national office does not satisfy filing requirements for the IRS; TU national does not file a return that includes chapters and council activity. See the following section for federal tax filing requirements.

Tax Exemption Restrictions
TU's 501(c)(3) status, or charitable status, is one of TU's most important assets. Among other things, this status allows donors to deduct their charitable contributions to your chapter or council, to the extent allowed by law. 501(c)(3) status is a status granted to charitable groups by the IRS. It is separate from being a not-for-profit corporation. Chapters and councils of TU come under the umbrella of TU national's 501(c)(3) status. This is one of the reasons chapters and councils report their financial status to national each year and use the same fiscal year as national. In order to maintain this status, you should be sure to report any change in your status (such as incorporating) and a new Employer Identification Number to volunteer operations staff promptly.

There are four critical requirements to maintaining 501(c)(3) status:

1. Chapters or councils may not endorse or oppose any candidate for public office:
TU cannot endorse or oppose any candidates for elective office; nor can TU use its funds or any other of its resources (e.g., phones, computers, offices) to support or oppose candidates for elected political office. The prohibition is found in the federal tax code under provisions that regulate tax-exempt charitable organizations. It applies to the national organization, councils, chapters, and to staff and volunteers acting on behalf of or in the name of TU. While there is a variety of ways 501(c)(3) organizations can play neutral, non-partisan roles in the electoral process, failure to comply with these narrowly defined restraints could endanger TU's tax-exempt status, and therefore the very financial foundation of our organization. Trout Unlimited's exempt status is a hugely important asset that the Board of Trustees, staff, and volunteers are duty-bound to safeguard at all cost. Because the penalties are so serious, we want to act with an abundance of caution when dealing with candidates for office by

detailing prohibited activity and strongly encouraging you to consult with TU staff before considering even electoral activity authorized for tax-exempt organizations.

In addition to complying with the prohibition against use of TU funds and resources for political campaign contributions, all TU volunteer leaders and staff must refrain from making any statement that has the effect of endorsing or opposing a candidate for elected political office in TU's name. In addition to the obvious examples ("TU endorses Candidate A" or "TU opposes Candidate B"), please bear in mind that anything you say publicly in your capacity as a TU leader or staff regarding how you or someone else should or even might vote for or against a candidate for elected political office ("I, the President of a chapter of TU, voted Egalitarian in the last elections, but I'm voting for the Contrarian Party this time" or "You may have voted Contrarian last time, but as President of a TU chapter I think you should vote Green this time") could be construed as a TU endorsement or statement in opposition. Even if you are careful to say that you are voicing a personal opinion and not speaking on behalf of TU, in the heat of a political campaign season, any such public statement of support or opposition may be construed as a statement by or on behalf of TU.

The above obviously places some limits on the free speech of TU volunteer leaders and staff, but it does not affect such private activity as making campaign contributions of personal funds or non-public statements of support or opposition to candidates for elected political office, or (obviously) casting your vote. Nor does it prohibit you in your private, non-TU capacity, from participating in election-related canvassing or other activities or hosting or attending fund-raising events for candidates for elected office, but you must be careful not to use any TU mailing lists or other resources in connection with any such activity or event and must (obviously) observe the other precautions and prohibitions described in this section of the Leadership Manual.

TU will continue to engage in advocacy efforts in pursuit of its mission, and doing so will at times will include communication regarding legislators' positions on issues on which TU has long been working. At all times, but particularly during campaign season, such communication must be handled in a way that is consistent with IRS rules for 501(c)(3) nonprofits. There are numerous ways to engage legislators and candidates that, if done correctly, are well within the IRS rules, such as candidate forums, questionnaires, and issue-oriented presentations to candidates and their staffs as long as TU representatives treat each candidate with equal consideration, do not pass judgment on their positions and are in accord with TU's mission. Please consider engaging in these activities in order to advance TU's mission, but err on the side of caution, and contact volunteer operations staff before engaging in any kind of activity that could be construed as attempting to influence an election.

2. Chapters or councils must strictly account for the portion of its activities devoted to lobbying:
In the case of either direct or grassroots lobbying, IRS rules require that a tax-exempt organization not devote a substantial part of its expenditures to lobbying. Chapters should restrict lobbying expenditures to no more than five percent of their annual budgets and refrain from any lobbying altogether unless there are well established accounting procedures for tracking expenditures and maintaining them at or below five percent.

The IRS defines "lobbying" very narrowly. Lobbying is the act of asking (such as through a letter or direct communication) an elected official or their staff to take action on a piece of legislation, such as voting for, against, or cosponsoring a bill. The official definition of "legislation" is reprinted below:

Legislation includes action by Congress, any state legislature, any local council, or similar governing body, with respect to acts, bills, resolutions, or similar items (such as legislative confirmation of appointive office), or by the public in referendum, ballot initiative, constitutional amendment, or similar procedure. It does not include actions by executive, judicial, or administrative bodies.

Controls are in place at the national level and applied to expenditures for activities such as congressional testimony, the Grassroots Activist Network, and direct mail appeals. Chapters and councils generally do not have such controls in place, and thus must exercise cautious restraint when it comes to lobbying. Additionally, no council or chapter should employ or retain the services of a lobbyist unless it files a 990 return with the IRS and is able to demonstrate in the filed return that its expenditures, in connection with the lobbyist, as well as any other lobbying expenditures, are collectively less than five percent of its total annual expenditures. If you have any further questions, or are concerned about your chapter's activities, contact TU's volunteer operations staff immediately. Please also be sure to contact staff before engaging in any lobbying activities.

3. Chapters or councils cannot donate money to a non-501(c)(3) organization or a 501(c)(3) organization that does not further TU's mission:
TU (including its chapters and councils) can donate money to other entities only if doing so furthers our tax exempt purpose (in other words, our mission broadly defined or interpreted) and only if that entity itself is exempt under section 501(c)(3) or a governmental entity organized under section 501(c)(1). If your chapter or council wants to make a donation to another nonprofit, at a minimum you should obtain confirmation that the organization has section 501(c)(3) status by obtaining a copy of the organization's IRS determination letter. If the organization does not have a determination letter and the donation would further our tax exemption purpose, you should consider partnering with the other organization on the project and directly pay for specific goods and/or services associated with the project. Similarly, TU cannot pay for an individual's legal fees in association with a lawsuit, unless TU itself is a party to the lawsuit.

For example, a TU chapter could in principle donate money to a local watershed council for a stream restoration project if the project were consistent with our tax exempt purpose and the watershed council had a 501(c)(3) or 501(c)(1) exemption. Another example is the practice of giving money to the well-known "Casting for Recovery" program. While fly fishing is not central to TU's mission, we frequently use it as a recruiting tool, so supporting Casting for Recovery can be categorized as an acceptable fundraising expenditure. If the chapter goes further than just donating money and provides conservation materials to the program that can serve to educate the participants about our conservation mission, a portion of the expenditure may be classified as a program expenditure.

However, if the watershed council in the above example did not have 501(c)(3) or 501(c)(1) status with the IRS, this donation would potentially violate IRS rules. This is because the funds given to the chapter are eligible for an income tax deduction by TU donors, but if the funds were given directly by the donor to the watershed council, the donor would not be able to take a deduction. Similarly, if a local individual brought a lawsuit trying to stop pollution of a local trout stream, TU could not pay that person's legal fees. The IRS would view doing so as using tax-exempt donations to benefit an individual, even if the lawsuit is consistent with TU's exempt purpose. This especially holds true if the trout stream is adjacent to the individual's property. In a slightly different example, TU could not donate funds to the local hospital for a new treatment center even though the hospital is a 501(c)(3), because medical treatment is not part of TU's stated exempt purpose.

It is perfectly acceptable, however, for TU chapters to pay entities that are not tax exempt for services rendered so long as the expenditure corresponds to TU's exempt purpose. For example, TU can pay contractors for work done on stream restoration projects. In the stream restoration example given above, the TU chapter could comply with IRS rules by partnering with the watershed council on the project and directly paying for specific goods or services associated with the project. A TU chapter could also pay a lawyer for representing TU in a lawsuit challenging pollution in a local trout stream.

Chapters and councils should also contact TU's volunteer operations staff with any questions or uncertainty about any donation you wish to make.

4. Chapters or councils should use great caution if they choose to grant scholarships to individuals:

While 501(c)(3) organizations (TU, its chapters and councils) are permitted by the IRS to grant scholarships that further the charitable purpose of the organization, the IRS has strict and complex rules for governing the process of granting and reporting on scholarships. This is because giving a scholarship directly to an individual runs the risk of using tax-exempt dollars to benefit a specific individual. If your chapter or council would like to pursue giving scholarships to individuals where the chapter or council in question would be selecting those individuals itself, you must be aware of and comply with the following:

- Grants to individuals are not permitted unless there is a “charitable class” of potential recipients. This requires that the group of persons that can benefit must be either a large enough or an indefinite class, so that the assistance to the members of the class benefits the greater community. For example, giving scholarships to the board of directors children or grandchildren would not meet this definition of charitable class due to its limited size. A scholarship fund cannot be established or operated to assist particular, pre-selected individuals from a limited population.
- No member of the selection committee can benefit, in any way, from choosing the scholarship recipients.
- The organization must ensure that any non-U.S. citizen who receives a scholarship is not on a published “Specifically Designated Nationals” terrorism watch list.
- The criteria for selecting the scholarship recipient must be objective, non-discriminatory, and reasonable related to the purpose of the grant.
- Grants must be made according to a procedure that results in performance by recipients of the activities that the grants are intended to finance.
- The organization must obtain reports from the recipients to determine whether they have performed the intended activities, this could come from the recipient themselves, or in the most prevalent case, from the institution of higher education where the scholarship funds are sent to be awarded to a specifically named scholarship recipient who received the award.
- A grant to an individual can only be renewed if the organization has information indicating the original grant was used for the intended activities.
- Because every situation is unique, and because granting scholarships is a complex undertaking with many potential risks, it is required that you seek approval from TU’s Vice President for Volunteer Operations or TU’s Chief Financial Officer prior to granting scholarships. Additionally, it is advised that your chapter or council seek legal counsel with experience in this area of the law.

Another option to consider for TU chapters and councils that want to grant scholarships is to instead do so by giving money to a third party (i.e. a college or university) and allowing that institution to choose the sponsorship recipient.

Another option is a fellowship grant, which is different from a scholarship because it does not reimburse tuition costs. They are grants that are directly related to the recipient’s education and our exempt purpose. The key to a permissible fellowship grant is that the recipient must render services to the chapter or council that further both the recipient’s education and our exempt purpose. For example, a TU chapter can give a fellowship grant to a biology student who analyzes the water samples taken from the local stream that the chapter is restoring.

If you have any questions about any of the above policies or any other topic relating to TU’s tax-exempt status, please do not hesitate to volunteer operations staff. We have ongoing training sessions and tools to assist our chapters and councils in complying with these requirements. In today’s climate of heightened scrutiny of the business practices in the for-profit and non-profit sectors, it is crucial that the activities of all parts of TU remain above reproach. Thank you for working with us to maintain TU’s tax exemption.

Federal Tax Filing (Forms 990N, 990, 990T and 990EZ)

TU is a publicly supported 501(c)(3) organized under a group exemption and because of this the IRS requires the following:

- Each entity (chapter and council) under the exemption has its own employer identification number (EIN.) If you cannot find yours, look at the top of the Annual Financial Report in the Leaders Only Section or contact volunteer operations staff.
- Each entity is required to file its own tax forms with the IRS. TU national cannot file on a chapter's or council's behalf.

Required forms to file with the IRS *(Questions about the correct Form 990 to file? Please visit: www.irs.gov or contact volunteer operations staff for more information.)*

- Gross receipts over $50,000 on average over three years
    - File Form 990 or 990EZ
    - Should you prepare it yourself? *These forms are long and sometimes complex, so get help (from an accountant experienced with non-profit orgs.) if you are not comfortable. Legally, TU national cannot give you advice on how to fill this out.*

- Gross receipts under $50,000 on average over three years
    - File Form 990N – new short on-line form
    - Should you prepare it yourself? *Yes. It is a very simple form asking for basic information.*

The Forms 990N, 990, 990T or 990EZ must be filed by the 15th of the 5th month after your chapter's fiscal year end. Because TU's fiscal year ends on September 30, required forms are due to the IRS on February 15. Check with your state tax authorities for local state filing requirements.

There are additional, separate requirements for reporting "unrelated business income." If a nonprofit's gross proceeds from unrelated business income exceed $1,000, that income must be reported to the IRS using Form 990T. If your chapter or council conducts a revenue-generating business, and the gross revenue from that business exceeds $1,000, you should consult with your chapter's accountant regarding whether that revenue constitutes unrelated business income. The most common examples of unrelated business income include advertising income from the sale of ads in newsletters and magazines, revenue generated from fishing trips that are not educational or conservation-oriented, and fees collected for the use of facilities or land owned by the organization where the use of the property is not directly related to the exempt purpose of the organization. Revenues from raffles, banquets, auctions, and other sales of donated merchandise do not count as unrelated business income. Many chapters and councils want to know how to acknowledge supporting businesses in their newsletter or e-newsletter without prompting "unrelated business income." Chapter and councils can run a generic ad thanking sponsors and supporters without this being considered unrelated business income so long as the ad does not reference the business address or website and the newsletter is only distributed to the membership.

If you have additional questions about tax filing requirements, please contact TU's volunteer operations staff.

Consequences of not filing: If a chapter or council fails to file the correct form for three years running:

- Automatic revocation of your exempt status.
- Officers at time of non-filing cannot be officers in the organization going forward.
    - For TU this means a chapter officer in this situation cannot then become a chapter officer at another chapter, council, NLC or TU Board of Trustees
- TU national cannot appeal on your behalf.

How to ensure compliance:

- After submitting your Form to the IRS, send of a copy of your Form 990/990EZ/990T or 990N via e-mail to a member of the volunteer operations staff. Or, mail it in to:

  Trout Unlimited
  attn: Volunteer Operations
  1777 N. Kent Street, Suite 100
  Arlington, VA 22209

- TU staff will be tracking this and will be in contact with leadership to ensure all chapters and councils file.
- Educate your future leaders about this requirement.

Additional Policies and Controls
The IRS Form 990 includes several questions focusing attention and governance practices on accountability and transparency. These questions are specifically designed to elicit whether your chapter or council has a written conflict of interest policy, an approved whistleblower protection policy, a document retention policy and a procedure for reviewing the IRS Form 990 prior to filing. All TU chapters and councils large enough to file the Form 990 (those with gross receipts normally larger than $50,000/ year) should have these policies in place. It is advised that regardless of your chapter or council's size, you consider adopting these policies and procedures so as well.

Donor Letters
Another IRS requirement for TU chapters and councils is to be sure that you have the necessary language in your donor letters. According to the IRS, this includes:

- Written acknowledgment required to substantiate a charitable contribution of $250 or more
- Name of the organization (i.e. your chapter or council)
- Amount of cash contribution
- Description (but not value) of non-cash contribution
- Statement that no goods or services were provided by the organization, if that is the case
- Description and good faith estimate of the value of goods or services, if any, that organization provided in return for the contribution

Sample Donor Letter
Dear Name:

I am writing to thank you for your gift of $AMT, received DATE, to TU. Your generous gift will help us continue our efforts to conserve, protect and restore North America's trout and salmon and their watersheds. We could not accomplish our goal without your support and that of TU's other members and contributors.

Thank you again, if I can ever be of assistance please do not hesitate to contact me.

Sincerely,
Letter Writer

Section 170 of the Internal Revenue Code, enacted in August of 1993, requires you to keep written substantiation of gifts of $250 or greater in order to claim a deduction for your contribution. This letter hereby serves as a receipt for the above gift. No goods or services have been provided in exchange for your gift.

Chapter/ Council Incorporation

Incorporation is a complicated subject. The IRS does not require subordinates (chapters) under a group exemption (which TU holds) to become incorporated within the states in which they operate. However, each state may have different registration requirements, and chapter and council leaders should become familiar with local regulations and comply with state or local laws.

In general, there is no advantage for a chapter or council to separately incorporate. For tax exemption purposes, chapters and councils are covered by TU's 501(c)(3) exemption and do not need to seek separate nonprofit status. Chapters, councils and their officers and directors are also covered by TU's GCL policy and its directors and officers coverage. The primary reason for incorporating (protecting individual members and directors from liability) is largely dealt with through TU insurance. A chapter or council that is separately incorporated has the same coverage under TU's insurance policies as a chapter or council that is not separately incorporated. An additional barrier to separate incorporation is the administrative burden (different in each state) of technical rules and requirements to create and maintain corporations. Most states have an annual filing requirement and filing fees.

State Sales Tax Exemption
In order to avoid paying sales tax on goods and services purchased by the chapter or council, the chapter or council must have a sales tax exemption issued by the state. Like incorporation, the rules and applications for this vary by state. Generally a form is required describing the organization and its activities. In some states a much shorter form may be used by entities that already have 501(c)(3) status. Contact your state tax authorities for the forms and information.

Document Retention
In order to ensure compliance with federal and state laws and regulations -- including 18 U.S.C. 1519 and the Sarbanes-Oxley Act – it is strongly recommended that chapters or councils with staff (or those large enough to be required to file a Form 990) adopt a formal document retention policy. Many chapters and councils could benefit from such a policy in order to prohibit criminal destruction, alteration or cover-up of records; eliminate accidental or innocent destruction of records; as well as facilitate chapter or council operations by promoting efficiency and freeing up valuable storage space. For a sample policy, please contact volunteer operations staff.

Chapter 11: Other Policies and Requirements

Gift Acceptance Policy, Guidelines and Procedures
TU welcomes donations, and expressions of interest about making donations that are consistent with the mission of TU, regardless of the size of the donation, from individuals, families, businesses, foundations, or other sources. TU's Gift Acceptance Policy and Procedure documents are intended to guide TU in determining whether and the circumstances under which a gift will be accepted by TU and its councils and chapters. TU has created a Gift Acceptance Committee (GAC) to review unusual proposed gift arrangements and to ensure that all relevant facts have been developed and carefully considered in the determination whether to accept a proposed gift, including longer-term implications entailed by accepting the gift. Chapters and councils may request the assistance of the GAC with respect to any gift the nature or the circumstances of which suggests that a review would assist TU in determining whether to accept the proposed gift.

Chapter Dues
TU's bylaws specifically state that chapters are not allowed to charge chapter dues. All TU members in good standing are entitled to all the benefits of chapter membership. Chapters may solicit separate voluntary donations to the chapter to cover newsletter printing or other activities, but these additional donations must be voluntary and may not be required for chapter membership.

Circulation of Membership Lists
Chapters and councils may obtain membership lists from the TU website. Circulation of a chapter membership list to agencies or other organizations is against TU policy and can give rise to liability for violation of Federal Trade Commission (FTC) regulations. The national office complies with FTC regulations by not disclosing protected names when it markets its membership list. Chapter and council lists are not similarly "sanitized" and, thus, are not transferable.

Litigation Policy
Several of TU's core interests are at stake whenever any part of the organization engages in Litigation or contributes TU funds toward Litigation in the organization's name. TU's financial resources and reputation are on the line when TU becomes a party to Litigation and any financial liability incurred by councils or chapters resulting from Litigation could potentially become the responsibility of the national organization.

Litigation proceedings are among the most public acts TU can take, and these actions can substantially affect how the public or specific individuals view the organization. This, in turn, can profoundly affect TU's relationship with state and federal agencies, elected officials, potential members, donors and foundations. It is critical that any Litigation filed in TU's name or to which a TU Entity contributes be consistent with TU's mission, values, and strategies. TU needs to consider the effects of proposed Litigation on all branches of the organization and their activities. It is also important for TU to monitor the status of pending Litigation. TU's auditors and government grant programs often require a current status list regarding all Litigation in which TU participates.

TU's Litigation Policy ensures that staff and volunteer leaders are coordinating activities and applying consistent criteria in considering and proceeding with Litigation. TU's Litigation Policy is designed to achieve the following objectives:

- Ensure that the national office and volunteer leaders are aware of and approve potential Litigation before it is commenced, and to ensure that decisions to participate in Litigation are made using consistent criteria.
- Ensure that the national office and volunteer leaders are immediately aware of the commencement of any Litigation against TU, its staff, officers, or members acting on behalf of TU, in order to properly defend against the Litigation and secure available insurance coverage.
- Allow senior management and volunteer leaders to evaluate both individual cases and TU's complete universe of Litigation to ensure consistency with TU's overall programs and available resources.
- Ensure that the TU Entity proposing to be involved in the Litigation is able to handle the financial obligations of the Litigation.
- Keep the national organization and volunteer leaders aware of the status of Litigation as it progresses.
- Maximize the opportunity to protect communications relating to the potential Litigation under the attorney-client privilege
- Allow the Legal Advisor to the Board to report to the Board and TU's auditors as to the status and likely consequences of Litigation against TU or a TU Entity.
- Maintain information about all of TU's Litigation in a central location so that it is easily accessible to TU's senior management, auditors, General Counsel, Legal Advisor to the Board and the Board of Trustees.

Public Access Disputes

Disputes relating to public access to river, streams, and lakes for recreational purposes can be controversial, and they have the potential to be divisive among Trout Unlimited members and supporters. In 2006, the Board of Trustees adopted the Trout Unlimited Policy Concerning Stream Access Issues, which sets up a process that TU chapters and councils must follow before becoming involved in a dispute concerning public access. The policy sets up a working group of grassroots leaders and at-large trustees charged with consulting with chapters and councils contemplating involvement in public access disputes and with making recommendations to the Executive Committee of the Board of Trustees on whether and to what extent chapters and councils should become involved in such issues. The issues covered by the policy include disputes with individual landowners over the scope of their property rights and TU's participation in administrative or legislative processes on issues that could affect the public's right to access private land for recreational purposes. If your chapter or council is contemplating involvement in such an issue, it must review the policy and comply with it.

Chapter 12: Code of Ethics

At TU we are committed to honest and ethical behavior and to accomplishing our mission with integrity. Integrity in all aspects of our operations is central to our success as a credible broker of scientifically and economically responsible conservation solutions. This Code of Ethics is designed to put in place a system to ensure we are aware of and can take prompt action against any questionable behavior. It is also intended to help each of us focus on the duty we owe to our members. This Code applies to each and every one of TU's volunteers on the chapter and council level, since we are all responsible for safeguarding and promoting TU's reputation. Of course, many situations will involve subtleties and complexities that lead to difficult choices. When in doubt, take a step back to ask yourself whether the situation feels right, and consider whether you feel confident that your actions would withstand scrutiny. If necessary, take another careful look at this Code for guidance and seek advice from volunteer operations staff.

Company Assets
TU chapter or council assets must be safeguarded and used only for accomplishing TU's mission. This includes, without limitation, protection (including from loss or theft) of the TU chapter or council's funds, physical facilities, office equipment, computer software, records, donor information, TU's trademarks and other proprietary information. The TU Policy on Financial and Property Controls for Chapters and Councils sets out requirements and best practices for safeguarding your chapter's or council's assets.

Legal Compliance
TU and volunteers acting in TU's name must obey and comply with all applicable laws and regulations. It is every volunteer's responsibility to be aware of and to comply with legal requirements applicable to his/her position.

Personal Integrity
It is important for the integrity of the whole organization that TU's leaders be persons of integrity. While the Board does not expect council or chapter leaders to conduct background checks on current or prospective officers and members of boards of directors, chapters and councils must not knowingly elect to a chapter or council office or to a chapter or council board of directors a person who has been convicted of a crime involving fraud, dishonesty or financial impropriety or who is a registered sex offender. The Organizational Development Committee of the Board of Trustees may grant an exception to this provision.

Openness and Disclosure
It is TU's responsibility to provide comprehensive and timely information to the public, the media, and all stakeholders about its operations upon request. All information about any particular chapter or council will fully and honestly reflect its current operations.

In raising funds, TU chapters and councils will respect the rights of donors, as follows:

- To be informed of TU's mission, the way the resources will be used, and the chapter/council's capacity to use donations effectively for their intended purposes;
- To be informed of the identity of those serving on the organization's Board of Directors and to expect the board to exercise prudent judgment in its stewardship responsibilities;
- To have access to the chapter or councils most recent financial reports;
- To be assured that all restricted gifts will be used for the purposes for which they were given;
- To receive appropriate acknowledgement and recognition for gifts (For a sample donor letter, see the Tacklebox.)
- To be assured that information about donations is handled with respect and with confidentiality to the extent provided by the law;
- To expect that all relationships with individuals representing TU will be professional in nature;
- To be informed whether those seeking donations are volunteers, employees of the organizations, or hired solicitors;
- To have the opportunity for their names to be deleted from mailing lists that the chapter or council intends to share; and,
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Confidential Information
While TU strives to be as open as possible about its operations, certain information is by nature confidential and should not be disclosed to the public, including, but not limited to:

- All donor and member personal information;
- Information relating to hiring decisions and to current, former and prospective employees; and
- Financial reports and data that have not been formally reported to the public through presentations to the Board of Trustees, Federal Form 990, 990N, or audited financial

statements. Such information represents a valuable corporate asset that should be protected as we protect other valued assets.

Conflicts of Interest
Volunteers must avoid any personal activity, investment or association that could interfere with, or could appear to interfere with, good judgment concerning TU's best interests. Volunteers may not use TU property, information or position for personal gain, including taking personal opportunities that are discovered through the use of TU property, information or position. Volunteers should avoid even the appearance of such a conflict. For example, there is a likely conflict of interest if a volunteer

- causes the chapter or council to engage in business transactions with relatives or friends;
- uses nonpublic TU, donor or vendor information for personal gain by his/herself, relatives or friends (including securities transactions based on such information);
- has more than a modest financial interest in the chapter or council's vendors, donors or competitors; or
- competes, or prepares to compete, with the chapter or council while still serving on the chapter or council Board of Directors.

There are other situations in which a conflict of interest may arise. Any volunteer who becomes aware of any material transaction or relationship that could reasonably be expected to give rise to such a conflict of interest, or has concerns about any situation, must follow the steps outlined in the section entitled "Reporting Violations." For chapters or councils with staff or those large enough to be required to file a Form 990, it is strongly recommended that you adopt a formal conflict of interest policy.

Fair Dealing
No volunteer may take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice. Volunteers should endeavor to deal fairly with the TU's donors, suppliers, competitors and employees.

Gifts, Bribes and Kickbacks
Other than for modest gifts and benefits given and received in the normal course of business, no volunteer may give gifts to or receive gifts from the chapter or council's donors and vendors. In no event should a volunteer put the chapter or council in a position that would be embarrassing if the gift were made public. Dealing with government employees often is different from dealing with private persons. Many governmental bodies strictly prohibit the receipt of any gratuities by their employees, including meals and entertainment. Volunteers must be aware of and strictly follow such prohibitions. Any volunteer who pays or receives bribes or kickbacks will be subject to corrective action, and reported, as warranted, to the appropriate authorities. *A kickback or bribe includes anything of value intended to improperly obtain favorable treatment.*

Loans
No volunteer may request or accept a loan from TU national, a TU chapter, or council.

Political Contributions
Chapters, councils, or volunteers or staff acting on behalf of TU may not endorse or oppose any candidate for public office, nor can TU use its funds to support or oppose candidates for elected political office. The prohibition is found in the federal tax code. Volunteers may, however, engage in political activity with your own resources on your own time, subject to applicable law and the TU policies and rules governing such political activity. For more information on this restriction, read TU's Tax Exemption Restrictions.

Harassment
Inappropriate behavior and unlawful harassment create conditions that are wholly inconsistent with TU's commitment to a culture that respects the dignity and worth of each individual. TU seeks to foster an environment that is free from all forms of harassment or discrimination, whether that harassment or discrimination is because of race, color, gender, age, religion, national origin, sexual orientation,

disability, veteran status or any other characteristic protected by law. Discriminatory harassment, including sexual harassment, will not be tolerated by TU.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: submission to such conduct is either explicitly or implicitly made a term or condition of an individual's involvement with the chapter or council; or submission to or rejection of such conduct is used as the basis for involvement with the chapter or council; or such conduct creates an intimidating, hostile or offensive environment. Other harassment is defined as verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, gender, age, religion, national origin, sexual orientation, disability, veteran status or any other characteristic protected by law or that creates an intimidating, hostile or offensive environment.

TU strongly encourages the prompt reporting of all incidents of discriminatory harassment. If you believe you are being harassed or have observed harassment, TU encourages you to promptly notify volunteer operations staff. When a volunteer reports harassment, as specified above, TU will undertake a prompt investigation appropriate to the circumstances. The steps to be taken during the investigation cannot be fixed in advance, but will vary depending upon the nature of the allegations. Confidentiality will be maintained throughout the investigative process to the extent practicable and consistent with TU's need to undertake a full investigation. Upon completion of the investigation, appropriate remedial action will be taken, if necessary and supported by the facts. An individual who reports incidents that the volunteer, in good faith, believes to be violations of this policy, or who is involved in the investigation of harassment, will not be subject to reprisal or retaliation. Retaliation is a serious violation of this policy and should be reported immediately. The report and investigation of allegations of retaliation will follow the procedures set forth here. Any person found to have retaliated against an individual for reporting discriminatory harassment or participating in an investigation of allegations of such conduct will be subject to appropriate disciplinary action.

Reporting Violations

Any volunteer who becomes aware of a suspected violation of law, TU policy, or any provision of this Code, whether before or after it has occurred, must promptly report it to volunteer operations staff. Any volunteer who remains concerned after speaking with volunteer operations staff, or feels uncomfortable speaking with such persons (for whatever reason,) should contact TU's Chief Executive Officer. In any such situation, the volunteer will be protected from retaliation for initiating a report under this section.

THE INFORMATION PROVIDED AND PROCEDURES SET FORTH IN THIS PUBLICATION DO NOT CONFER CONTRACTUAL RIGHTS OF ANY KIND UPON ANY VOLUNTEER OR THIRD PARTY OR CREATE CONTRACTUAL OBLIGATIONS OF ANY KIND.