

Reference Manual

The Central Oregon Flyfishers



Upper Deschutes River



Spawning Kokanee in Trapper Creek



Wildlife on the Metolius



Crooked River

A Guide to Club Policies and Procedures
January 2021

Purpose of the Reference Manual

This manual, also known as the Board Book, is a reference document for the Board of Directors of COF and for other members who are appointees or event managers conducting the activities of the Club. It is a working document intended to provide guidance to those responsible for those activities and consistency in how the Club is operated.

Handling of the Reference Manual

This manual is an informal document that can and should be revised as often as necessary to facilitate operation of the Club. The Board of Directors may revise the manual at any time and in any manner. Legal requirements for club operation are specified in the bylaws, which were adopted when the Club formally became a non-profit organization. The bylaws can be revised only in accordance with the procedures specified in those bylaws.

The COF Secretary is responsible for issue, revision and retention of this manual.

This manual was originally created and has been updated through efforts of members of The Central Oregon Flyfishers who provided ideas, information, written material, forms and personal time.

Updated NOVEMBER 2021

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Reference Manual
The Central Oregon Flyfishers
A Guide to Club Activities and Management

Mission of The Central Oregon Flyfishers

The mission of The Central Oregon Flyfishers (COF) is to promote the preservation and conservation, for future generations, of Central Oregon's watershed and its fisheries through education, the practice of stewardship and the art of fly fishing. Our goal is to provide an opportunity for club members to participate in a community of fly fishing, fellowship and public service.

I. Organization of The Central Oregon Flyfishers

A. Founding and Non-Profit Status

The Central Oregon Flyfishers (COF) was formed in 1979 and was incorporated as a non-profit organization with the Oregon Secretary of State in 1985. Amended bylaws and articles of incorporation were filed in 1998 so that contributions collected by the Club qualify as charitable contributions under IRS rules. Also in 1998, the US Internal Revenue Service notified the Club of its exemption from taxes under Section 501(a) of the internal revenue code. A subsequent change in the tax code places the Club under Section 501(c)(3). The Club is also registered with the Oregon Department of Justice, which has a watchdog role with respect to tax-exempt organizations.

COF bylaws require that the Club operate within the limitations of the articles of incorporation and that the articles of incorporation not be amended without membership approval.

The overseeing government organizations require annual filings to maintain the Club's status. The club treasurer must file the required documents as indicated in subsequent sections of this manual.

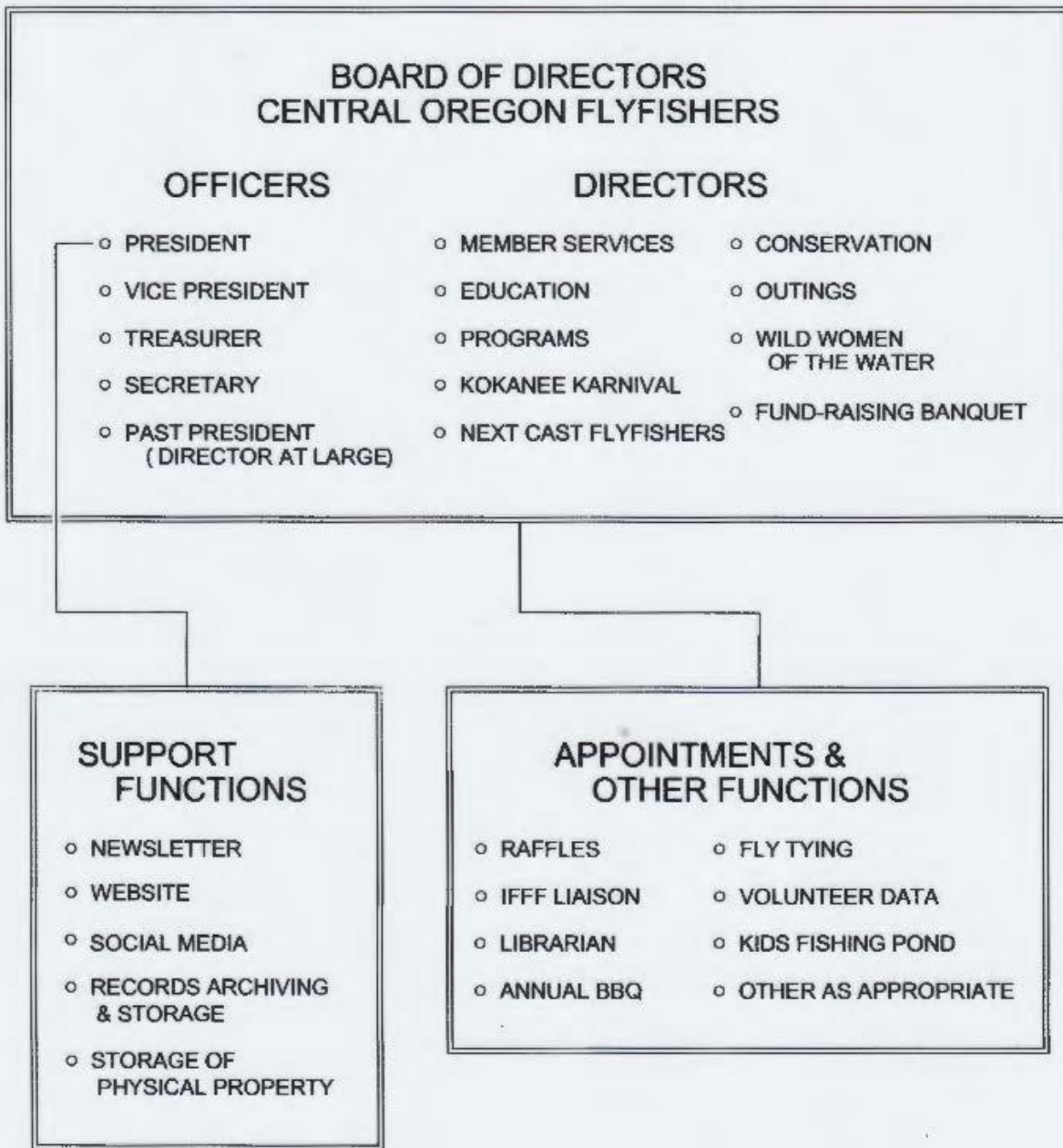
B. Organization and Management of The Central Oregon Flyfishers

COF is managed by a *Board of Directors* consisting of elected officers and directors as specified in the bylaws. The Board handles "the business and affairs" of the Club. It develops and adopts operating budgets and decides on expenditures. It establishes and steers the activities of the Club, and handles other matters coming before it.

Although not required in the bylaws, directors traditionally serve as managers for club activities as indicated in the organization chart.

Other activities and functions are accomplished outside of the Board through appointment of members or procurement of services for fee. Those appointments and engagements are by the President or Board as indicated in the following chart.

C. Organization Chart



**ORGANIZATION
CENTRAL OREGON FLYFISHERS**

DECEMBER 2016

D. Meetings of the Membership

In addition to monthly meetings, an annual meeting of the membership is held once a year to elect officers and directors as specified in the bylaws. Under the bylaws, special meetings may be held for the membership to vote on other issues.

II. Operational Guidelines and Responsibilities

A. BOARD OF DIRECTORS

1. Basic Responsibilities

All activities, expenditures, events and other functions are managed by or with the approval of The Board of Directors (BOD), consisting of the elected officers and directors. Expenditures, appointments, etc. are formally approved or disapproved by vote. The Board must develop and approve an annual budget and must monitor & control expenditures relative to the approved budget.

By tradition, individual directors are responsible for specific activities and functions of the Club, as outlined in later sections. Board members managing those activities and functions report status to the Board and obtain board concurrence for recommended action as appropriate.

The bylaws require board members to attend monthly board meetings unless there is due cause for absence.

2. Election

The bylaws specify the minimum and maximum size of the Board of Directors, the terms of office, etc. Procedures for termination and for filling vacancies are specified. Officers are elected to one-year terms and directors to two-year terms. There are no term limits.

3. Monthly Meetings

The bylaws require regular meetings of the Board of Directors. By tradition, meetings are held once a month.

4. Annual Retreat and Planning Meeting

An annual retreat/planning meeting is conducted late in the calendar year for the purpose of evaluating effectiveness of club activities versus its overall mission and prior year objectives and its performance relative to the budget. Plans are formulated for improvements and future activities and a budget is developed for the coming year. The retreat is planned and managed by the vice president. Incoming officers and directors are invited to the retreat.

5. Succession

Officers and directors are expected to assist their successors with advice, guidance and whatever tools may be available for performing their duties. Although the major purpose of this manual is to facilitate transition, advice and administrative tools (computer spreadsheets, etc.) provided by outgoing officers, directors and managers are invaluable.

B. OFFICERS

1. President

Per the bylaws, the president is the managing officer of COF. The president is responsible for direction of the Club consistent with its mission and the plans & activities established by the Board of Directors.

The president's responsibilities include:

- Preparing agenda and presiding at meetings of the general membership and the Board of Directors.
- Provision of management oversight of all activities and functions of the Club by working with the other officers and the directors or managers of those activities to assure that the objectives are accomplished.
- Performing required legal and official functions of the office of president.
- Signature authority for all bank accounts as backup to Treasurer.
- Coordinating recognition of club members by means of established awards or special awards authorized by the Board of Directors. Selection of recipients is accomplished through an awards committee appointed by the president.
- Representing the Club appropriately in public media, public events or the like.
- Performance of other duties that may be prescribed by the Board of Directors.
- Assistance with recruitment of a successor and provision of orientation and working materials to assure successful transition.

2. Vice President

The bylaws specify that the vice president preside at meetings in the absence of the president and handle all of the other responsibilities of the president when the president is unable to do so.

The vice president's responsibilities include:

- In the absence of the president preside and/or act for the president.
- Schedule the annual board of directors retreat/planning meeting, and along with the president and/or president-elect, develop agenda, propose a budget for the coming year and conduct that meeting. A sample agenda is provided in the appendix.
- Maintain/update the COF Key Inventory. A sample is provided in the appendix.
- Perform other duties that may be assigned by the president or board of directors.
- Assistance with recruitment of a successor and provision of orientation and working materials to assure successful transition.

See appendix items:

- Sample Agenda - Board of Directors Annual Planning Meeting
- Sample Key Log

3. Secretary

The secretary's responsibilities include:

- Recording, distribution to the Board and archiving of minutes of board meetings and official meetings of the general membership.
- For use by the nominating committee and for the information of board members, maintaining a list of officers and directors with election year and term of office.

- Notification of the club membership of the annual meeting and of other meetings or actions requiring membership participation or approval. A sample notice of annual meeting is provided in the appendix.
- Provision of a legal record (meeting minutes) of election of officers and directors as required for establishing bank account authority.
- Handling any revision of the COF bylaws and maintaining files as necessary to document revision history.
- Maintaining the “Reference Manual, The Central Oregon Flyfishers” (this board book) to assure that it is up to date, and to provide it to board members and function/event managers as appropriate. (This may be done in person or by volunteers or through outside assistance.)
- Managing the *COF Event Calendar* in conjunction with outside website service. To assure consistency and accuracy, calendar entries or changes are to be made only by the secretary or persons authorized by the secretary.
- Acting as the COF historian and maintaining records of past presidents and award recipients.
- Provision of supplies or miscellaneous administrative services to the Board or membership as appropriate.
- Performance of other duties that may be assigned by the president or board of directors.
- Assistance with recruitment of a successor and provision of orientation and working materials to assure successful transition.

See appendix items:

- Sample Annual Meeting Notice and List of Nominees
- Duties of the Historian
- Past Presidents - Central Oregon Flyfishers
- Awards of The Central Oregon Flyfishers
- Past Award Recipients - Central Oregon Flyfishers

4. Treasurer

The treasurer is chief financial officer for the club and is in charge of and has custody of all COF and Kokanee Karnival funds and financial records. The treasurer reports to the President and Board of Directors in regular monthly meetings, at committee meetings, at the annual planning meeting/retreat of the Board and as otherwise needed.

The treasurer is broadly responsible for the following:

- Record keeping sufficient to provide the detail and control necessary for COF financial decision-making.
- Preparation of periodic financial, tax and governmental reports.
- Review of the club’s financial performance with the Board on a regular basis.
- Other duties as assigned by the president or the Board.

The treasurer’s major responsibilities include:

- Establishment of and adherence to accounting principles.
- Assisting with the preparation and compilation of an annual budget.
- Preparation of monthly and yearly financial reports.

- Preparation of yearly tax and governmental reports (IRS Form 990 & Oregon Form CT-12).
- Maintenance of Federal IRS 501(c)(3) status.
- Ensuring sufficient back-up for the treasurer function.
- Ensuring that all banking is performed completely and accurately.
- Procurement and maintaining of a liability insurance policy covering officers and directors.
- Assisting with recruitment of a successor.
- Provision of orientation and working materials to his/her successor to assure successful transition. The bylaws require that this be done within 10 days of the installation of the successor.

See appendix items:

- Responsibilities of the Treasurer
- Petty Cash Reconciliation

C. DIRECTORS

Directors are required to attend and participate in board meetings and act on the business that comes before the Board. By tradition and because it is a practical management approach, directors also assume individual responsibility for management of specific activities of the Club as committee chairpersons or as single-person managers or organizers of those activities. In most cases, election of directors is with the understanding that those responsibilities are to be assumed.

Directors having responsibility for expenditure of funds must manage those expenditures in accordance with the approved COF budget and any budget revisions approved by the Board.

Director designations and basic responsibilities are:

1. Member Services

COF is a large organization, one of the largest flyfishing clubs in the nation. As such, there are extensive administrative tasks to be handled in order to manage the membership and serve the members. The director for member services has broad responsibility for maintenance of membership records, new member signup, membership renewal, various administrative services to members and provision of information and advice to the Board on membership numbers and functions. Considering the scope of these responsibilities, it is appropriate for the membership director to secure one or more volunteer assistants.

Responsibilities include:

- Maintaining thorough records of membership and member status and payment of dues.
- Attending monthly meetings of the COF Board of Directors.
- At monthly meetings of the COF general membership, greeting members and guests, handling sale of COF paraphernalia, and encouraging guests to join the Club by providing membership applications. If it is not possible to attend the meeting, a substitute *must* be secured to handle these important duties.
- Notice of the annual renewal is activated automatically through the Apricot system. It must be accomplished by the end of October. (Note: Renewal notices must also include

the notification of the COF annual meeting to elect new officers. The meeting notice is provided by the COF secretary.)

- With primary responsibility, work in concert with the vice president and past president and other designated directors to send informational emails to members using the membership management system.
- Handling of renewal and new member database entries and dues payments and conveying same to the COF treasurer.
- Assuring that the Liability Release and Hold Harmless Agreement is acknowledged by new members upon joining and existing members upon annual renewal.
- Honorary Life Members shall be sent an annual renewal notice with zero money due and shall acknowledge their consent to the Liability Release and Hold Harmless Agreement by renewing.
- Youth Members who are under age 18 are required to have a parent or guardian sign the Liability Release and Hold Harmless Agreement. These members shall be sent a hardcopy by US Mail, or other means, cover letter containing an explanation and instructions, and a self-addressed-stamped envelope.
- Ordering and conveyance of member and board member name tags.
- Maintaining an inventory of COF hats and other logo items as appropriate for sale to members.
- Other duties as required by the president or board of directors.
- Assistance with recruitment of a successor.
- Provision of orientation and working materials to the successor to assure successful transition. Working materials include renewal materials, membership database and other items that require personal conveyance or explanation.

See appendix item:

- Timeline - Member Services

2. Education

Education is a pillar of the mission of The Central Oregon Flyfishers. Education programs include large scale seminars, classes or outdoor sessions by COF members or local experts and informal sessions in conjunction with COF meetings.

The director for education is responsible for management of education activities. The director formulates the overall program and coordinates the specific events or sessions. At times, educational activities cross paths with COF outings. In general, those activities fall under the director for education when the primary emphasis is education and under the outings director when the primary emphasis is the outing itself. COF also conducts separate youth education programs through the Kokanee Karnival and Next Cast Flyfishers. Those programs are not the responsibility of the education director.

Responsibilities of the education director include:

- With board of directors input and approval, preparation of an annual plan for education activities.
- Solicitation of outside experts or member volunteers to conduct education sessions on topics of interest.
- Arranging for education program publicity in the COF newsletter, on the COF website event calendar, and by announcements at COF monthly meetings. For large-scale events

such as the winter seminar (see below), publicity should also be provided in outside media.

- Handling administrative matters relating to education sessions, including attendee sign-up and working with the COF treasurer to provide fees (paid by attendees) to instructors when appropriate. (Fees are sometimes charged so that there is zero net cost to COF.)
- Design and overseeing of pre-meeting sessions for new fly fishers, using a revolving/repetitive curriculum to help newcomers learn the sport and to encourage their participation.
- Assisting with recruitment of a successor education director, and provision of orientation and working materials to assure successful transition.
- Planning and coordination of a bi-annual winter seminar in conjunction with Sunriver Anglers has been suspended indefinitely.

See appendix items:

- Management Guidelines - Winter Fly Fishing Seminar
- Typical Newsletter Article - Winter Seminar
- Typical Newsletter Sign-up Form - Winter Seminar
- Typical Financial Statement - Winter Seminar

3. Programs

Program presentations at the monthly meetings is a service to the members of COF. Through program presentations, members learn about the environmental setting of fly fishing, the people involved, places where it is practiced, and useful fly fishing techniques. It is the responsibility of the Programs Director to assure that quality, interesting, and informative programs are arranged for each monthly meeting.

It is recommended that the Programs Director form a Programs Committee for the purpose of securing presenters and developing the annual schedule. Generally, programs scheduled for the months of May through October should be related to local (within a 2-hour drive) fly fishing destinations. Presentations outside of the immediate area, along with conservation and other fly fishing destination programming, should be scheduled for meetings during the remainder of the year.

Specific functions of the Program Director:

- Create, with the approval of the COF Board of Directors, an annual program schedule for the upcoming year. This schedule should be presented to the directors at the Annual COF Board Retreat if possible, but not later than December 31.
- Contact and schedule presenters for the monthly COF Membership meetings. Determine presentation fees and other expenditures (lodging, travel, etc.) for each presentation. Good sources for programs come from fly fishing shops, authors, fly tyers, conservationists, ODFW, FFI and other governmental organizations.
- Establish an Annual Program Budget for presentation at the Annual COF Board Retreat.
- Provide, for the January newsletter, the annual schedule of programs, and thereafter each month's program information to the COF Newsletter Editor.

- Arrange for back-up presentations in the event of presenter cancellations. Generally, COF members or local fly fishing shops will be willing to give last minute presentations.
- At least two weeks prior to the scheduled monthly presentation, contact the presenter to finalize the details and logistics for the presentation.
- Arrange for all necessary audio/visual equipment and ensure it is in working order and compatible with the presenter's materials. Assure necessary maintenance or replacement of equipment is handled and associated costs are included in the Program Budget.
- Introduce the presenter at the monthly COF meeting.
- Working with the COF Treasurer, arrange for presentation and other expense fees to be paid at the time of presentation. COF expenditures can be reduced by providing lodging with a COF member and sharing presenter travel expenditures with other area fly fishing orientated organizations.
- Annually update the board book with the list of the prior year's programs and any other updates or changes.
- Assist with recruitment of a successor for Program Director. Provide orientation and working materials to assure an orderly and successful transition.

See appendix item:

- Past Programs - COF Monthly Meetings

4. Kokanee Karnival

The goal of the Kokanee Karnival Youth Education Program is to provide hands-on fishing and stream habitat and conservation education for school children in Central Oregon. It is a comprehensive program conducted for fourth and fifth-graders in classroom settings and field outings. Classroom activities include hatching and growth of baby trout in aquariums, dissection of fish and introduction to fishing equipment and techniques. Two field trips are conducted - a spring angling clinic all about fishing and a fall streamside session, where kids observe spawning kokanee salmon and learn about the life cycle of anadromous fish.

The program was originated by The Central Oregon Flyfishers in 1996. COF and the Sunriver Anglers provide significant financial support and volunteers to work in the classroom and field. Financial administration is handled through COF. The Oregon Department of Fish and Wildlife provides professional personnel and extensive support in many ways. The U.S. Forest Service and U.S. Fish and Wildlife Service also support the program.

A separate board of directors manages the Kokanee Karnival. The COF director for Kokanee Karnival has typically been the chairperson of that board, which meets monthly, handling specific plans for its activities with kids, its equipment & facility needs and budgeting. That board establishes Kokanee Karnival curriculum consistent with its youth education philosophy. Details of the program are found in the *Kokanee Karnival Youth Education Program Manual* and on the website kokaneekarnival.org.

The responsibilities of the Kokanee Karnival director include:

- With COF board of directors input and approval, management of the Kokanee Karnival program through its separate board.

- Presentation to the COF Board of Directors an annual review of the Kokanee Karnival program and a proposed plan and budget for the upcoming year.
- Informing COF membership of Kokanee Karnival activities through announcements at monthly meetings, newsletter articles and entries on the COF website event calendar.
- Recruiting and management of COF volunteers:
 - Certified angler education instructors
 - Assistants for management of the Kokanee Karnival field programs - the angling clinic and streamside sessions.
 - Volunteers for angling clinic stations and kids fishing assistance and streamside stations.
- Assisting with recruitment of a successor Kokanee Karnival director and provision of orientation and working materials to assure successful transition.

See appendix item:

- Kokanee Karnival - Philosophy & Outline

5. Next Cast Flyfishers (Youth) Program

The Central Oregon Flyfishers offers fly fishing experiences to area youth through workshops, camps, classroom instruction, and complimentary membership to COF. This is done in the belief that providing fly fishing information and opportunities to local youth will allow them to return to the sport at some point in their life. The Next Cast youth program is COF's vehicle for provision of that experience.

Next Cast is managed by an elected member of the COF Board of Directors. Its activities are developed in an ad hoc committee and implemented by that committee and recruited volunteers.

The major responsibilities of the Next Cast director are:

- Assembly and direction of a committee to oversee planning, management, and implementation of Next Cast activities.
- Scheduling and management of meetings of the Next Cast Committee.
- Direction of the committee to review and implement proposals for Next Cast activities.
- Management of communication with COF members, participating youth and outside parties, and with the greater community.
- Overseeing purchase, management and maintenance of equipment and supplies.
- Development of an annual budget for approval by the COF Board of Directors, and management of expenditures. Funds must be handled per guidelines provided by the COF Treasurer.
- Assisting with recruitment of a successor Next Cast director and provision of orientation and working materials to assure successful transition.

See appendix items:

- Background, Organization & Activities - Next Cast Flyfishers
- Next Cast Three-Day Fish Camp
- Letter of Agreement for Instruction - Next Cast Flyfishers
- Equipment List - Next Cast Flyfishers
- Letter of Agreement for Equipment Loan - Next Cast Flyfishers

6. Conservation

The stated mission of The Central Oregon Flyfishers is “. . . to promote the preservation and conservation, for future generations, of Central Oregon’s watershed and its fisheries” This involves a broad range of activities, primarily monitoring conditions (the state of fish and fishing opportunities) in the Deschutes River watershed and developments affecting its degradation or improvement.

The COF conservation director acts primarily as an individual under the board of directors, but may form working committees or volunteer groups to accomplish various projects.

Responsibilities include:

- Presentation to the COF Board of Directors an annual review of conservation developments and activities and a proposal of a plan and budget for the upcoming year.
- Informing the Board and COF membership of conservation issue developments through newsletter articles and announcement at COF meetings.
- Maintaining contact with organizations involved in conservation issues, informing the COF board and membership of developments with those organizations, and representing COF as a participant where appropriate.
- With Board approval and per COF guidelines, advocating by personal appearance or correspondence for positions or action on conservation issues. (Note: Guidelines in the prior COF reference manual indicate that letters be “of a polite and informational nature” and “not confrontational or political in scope without consent of the Board of Directors”.)
- Recommendation of COF contributions to groups or agencies for conservation projects.
- Coordination of COF participation in conservation field projects in cooperation with outside organizations such as the Oregon Department of Fish and Wildlife, and club projects such as an annual cleanup of the Crooked River downstream of Prineville Reservoir.
- Assisting with recruitment of a successor conservation director and provision of orientation and working materials to assure successful transition.

7. Outings

Members of The Central Oregon Flyfishers join the organization mainly because they love fly fishing. It follows that outings are a very important function of the Club. Participation in COF organized outings provides not only the rewards of learning new skills and fishing destinations, but also a great chance to meet and become friends with other club members.

In broad terms, the Outings Director is responsible for creation of an annual outings program with a schedule advising COF members of upcoming fishing opportunities. Outings may include educational activities but that is not the primary purpose. In general, educational activities fall under the director for education when the primary emphasis is education and under the outings director when the primary emphasis is the outing itself.

The outings director’s responsibilities include:

- Working with the Board of Directors on a COF outings program by:
 - Informing the Board of current and evolving outings plans.
 - At the annual board planning meeting/retreat, provision of a summary of outings activities for the past year with recommendations that might improve the number and quality of outings.

- Proposing an outings plan for the coming year with suggested budget.
- Recruiting qualified members to organize and lead COF fishing outings.
- Providing outings leaders with the guidelines and assistance they need for leading a successful outing.
- Assuring that participants have signed a release of liability (with membership renewal or for specific outing - see form in appendix).
- Creating and maintaining an up-to-date outings schedule in the COF monthly newsletter and on the COF website event calendar.
- Preparation of monthly articles for the newsletter to highlight and summarize upcoming outings, and seeing that articles on recent past outings are included in the newsletter.
- At COF monthly meetings
 - Seeing that an “Outings Table”, at which members can speak directly with the next month’s outings leader(s), is set up and operating.
 - Making a short verbal summary of the upcoming outings.
- Handling maintenance and storage of the COF outings trailer.
- Assisting with recruitment of a successor outings director, and provision of orientation and working materials to assure successful transition.

See appendix items:

- Guidelines and General Information for Outings Leaders
- Release of Liability Form for Outings
- Guidelines - Crooked River Adopt-A-Highway

8. Wild Women of the Water

Wild Women of the Water (WWW) is a ladies-only fly-fishing group that operates as an informal organization within The Central Oregon Flyfishers. Its purpose is to encourage women to take up and excel at fly fishing. While WWW events are mainly for women, WWW members are encouraged to participate in the outings, educational classes and events, and monthly meetings that are available to all COF members. Except for first-time guests, women must be members of COF to participate in WWW activities.

In broad terms, the WWW director must plan and maintain a vital WWW program, see that events and outings are scheduled and managed, and encourage women members of COF to participate in WWW activities. Typically, the effort required to handle WWW activities and tasks is shared by volunteer or appointed WWW members.

The WWW director’s responsibilities include:

- Serve on the COF Board of Directors as a liaison for Wild Women of the Water and report all activities to the COF Board.
- With assistance from others as appropriate, organize outings, classes and social functions.
- Communicate with women regarding outings and events by E-mail, meeting announcements and submission of an article about upcoming events to the newsletter editor each month.
- Maintain good rapport with local fly shops to help promote women and fly fishing.
- Assisting with recruitment of a successor WWW director, and provision of orientation to assure successful transition.

Note that a “Release of Liability” form must be on file for all WWW outings participants. It is signed annually when membership is renewed. Guest participants must sign the form at the time of an outing. The form is provided in the appendix in conjunction with outings material and can be downloaded from the COF website.

9. Fund-Raising Banquet

A separate “*COF Banquet Management Manual*” provides guidance and tools for preparation and operation of the banquet. The banquet, which historically has occurred in the February – April time frame, is COF’s main fundraising event. The funds raised provide direct support to the Kokanee Karnival Youth Education Program, the Next Cast Youth Fly Fishing Program, and the COF conservation program. The banquet is a major undertaking, requiring the full support of the Board of Directors and effective management by the banquet director.

Note: *a key responsibility is reservation of the hosting facility at least (1) one year in advance.*

10. Past President – Director at Large

COF bylaws recognize that a past president’s experience is valuable and therefore provide for extension of the president’s term on the Board as a director at large. In broad terms the past president provides advice and guidance based on experience. Some specific responsibilities include:

- Arrange for procurement and presentation of 30-Hour Fly Box awards.
- Communications - Assist Membership Director with Communications E-Mail Broadcasts
- In the absence of the president and vice president, preside and/or act for the president.
- Perform other duties that may be assigned by the president or board of directors.
- Provide orientation and materials to his/her successor to assure successful transition.

11. Webmaster

The COF website, *coflyfishers.org*, is vital to its mission and its communication with members and others who may be interested in the club. On the website, numerous links are provided to enable website visitors to obtain information about COF activities, connect with the Board of Directors or event leaders, etc. COF Webmaster duties include managing the following:

- Directnic – Internet provider
 - Ensure that annual fee is paid – June 1 due date
 - If Treasurer position changes, update contact information
- G Suites – email address platform
 - Maintain list of Board to Member” links of Board positions
 - Change email links as board members are updated (yearly)
- Wild Apricot – member platform
 - Maintain website:
 - Insert “current newsletter” at beginning of month
 - Update meeting information (time, location, program, upcoming events) at beginning of each month
 - Add new information as needed – tips, “how to”, fly patterns, etc
 - Ensure that renewal notices are ready to go out in mid-November
 - ❖ Assist member services as members renew

- ❖ Monitor member renewals near end of the year
- ❖ Archive any lapsed or non-renewal members
- ZOOM meetings
 - Schedule meetings – General, Board of Directors, Wild Women
 - Send reminder email notices to membership/Board
 - Start and monitor meetings
- Email Blasts
 - Prepare and send for:
 - Events
 - Outings
 - Wild Women notices and gatherings
 - Classes, etc
- Upcoming Events – set up events in Wild Apricot (WA) – notices, registration, reminder notices
- Education – set up classes in WA – notices, registration, reminder notices
- Outings – set up Outings in WA – notices, registration, reminder notices

D. Appointments and Other Functions

Some of the activities and functions of COF are handled outside of the Board of Directors by appointment of willing COF members. Those functions vary from individual efforts to sizeable activities requiring substantial management. The Board provides approval, guidance, assistance etc. as appropriate.

Managers of events or functions that involve expenditure of funds must manage those expenditures in accordance with the approved COF budget and any budget revisions approved by the Board. COF funds are to be handled per guidelines provided by the Treasurer.

1. Raffles

Raffles are conducted at monthly meetings of COF to provide additional revenue for the club's education and conservation programs. Most of the items for raffle are donated by members or friends and local businesses involved in fly fishing. Raffles are managed by an appointed member who reports to the president of COF. The major responsibilities are:

- Conducting raffles at monthly meetings.
- Solicitation of items for raffles and auctions from individuals and businesses, directly and through member volunteers. When needed, receipts are to be provided to donors for their tax deduction purposes.
- Handling funds and records professionally - per guidelines of the COF treasurer.
- The Raffles appointee may be asked to assist with raffles associated with the annual COF fund raising banquet.

2. Liaison - Oregon Council Fly Fishers International (ORCFFI)

The COF is an affiliate member of the Fly Fishers International. Each Oregon FFI club is asked to provide a representative (Liaison) to represent the club. This position is an Oregon Council Club Representative and a voting member and director for the council. Affiliate clubs are asked to

nominate a representative for their club. The council votes for that nominated person at the annual meeting in June for a 1-year term. Nominations must be received in April.

See appendix item:

- Job Description - Oregon Council IFF Club Representative
- Sample Annual Report of COF Activities to FFI

3. Librarian

The Central Oregon Flyfishers club maintains a library of books and DVDs. This collection (over 450 items strong) is currently stored in two locations: The most current items and thus the most likely to be use by the club members are maintained in a mobile library cabinet that is stored in a locked closet at the Bend Senior Center. Older and seldom requested materials are stored off site in the COF storage locker. A spreadsheet listing all items in the library is made available on the COF web site. Members may view or download the spreadsheet and are entitled to borrow any item(s) from the library.

The librarian is a volunteer selected by the Board of Directors and serves as long as is mutually agreeable. The librarian's responsibility is to assure that the library includes quality reference material and is publicized and made readily available to the COF membership.

The librarian's duties include:

- Providing an annual report to the Board on the current status of the Library and presenting a suggested budget for the following year.
- Making the mobile library cabinet accessible at each monthly meeting and maintaining a log of materials checked out by COF members.
- Communicating information about the library and its new acquisitions to the COF members via personal contact, meeting announcements and newsletter articles.
- Maintaining and updating the spreadsheet of library holdings via communication with the COF webmaster.
- Purchasing new materials which have been recommended and subsequently ranked for interest by COF members at the December general meeting. Purchase costs must be within the spending limit set by the Board.
- When necessary, helping to recruit a successor librarian and providing sufficient orientation to assure a successful transition.

4. Annual COF BBQ Picnic

The Central Oregon Flyfishers annual BBQ picnic is held in August in lieu of the normal meeting of the membership. Spouses and guests of members are invited. Attendance has been in the 75 to 100 range, sometimes more.

The picnic has been held at Shevlin Park in Aspen Hall. Hamburgers, hot dogs, chips and soft drinks have been provided by COF, and in recent times tri-tip roast has been grilled on site. Salads and desserts have been provided by those who attend on a pot-luck basis.

By June or earlier, the COF Board must appoint a picnic manager. The manager must recruit additional volunteers to handle numerous jobs and functions necessary to ensure a successful event. Food and equipment must be arranged for through volunteers who must acquire it, prepare it, and serve it. Other volunteers are needed to set up the hall and clean up afterward.

Sometimes a brief program, award presentation or raffle is conducted at the picnic. Those activities are handled by others and are not the responsibility of the picnic manager.

Major responsibilities of the picnic manager include (See Appendix for details):

- Booking the facility well ahead of time. (*This is a critical duty that must actually be handled more than a year in advance. The previous manager should have booked the facility for the current picnic. The current manager must do so for the following year.*)
- Publicizing the picnic.
- Planning a menu and a list of food and drink to be purchased.
- Recruiting volunteer helpers from the club membership.
- Acquisition of food and expendable utensils, etc.
- Assigning volunteers to specific tasks and managing their work at the picnic.
- Accounting for expenditures as required by the COF treasurer.
- Making a brief report to the Board with recommendations for future picnics as appropriate.
- Helping to recruit a successor picnic manager and provision of orientation and working materials to assure a successful transition.

See appendix items:

- Management Guidelines - Annual BBQ Picnic
- Food, Supplies & Equipment List - Annual BBQ Picnic
- Picnic Manager Note

5. Fly Tying

For many fly fishers, tying flies is an essential element of the sport, and to others tying flies is an enjoyable hobby aside from fishing. COF provides sessions for beginning or intermediate/advanced fly tiers.

Beginning Fly Tying Classes

COF provides periodic classes for those interested in learning the art of fly tying. The classes generally are during the fall and winter months and typically are four weeks in duration. Sessions are designed to teach tying techniques by using tried and true fly patterns participants can tie and fish in Central Oregon. Instructors are COF members. Attendees are charged a small fee to cover meeting room rental and materials.

Intermediate/Advanced Fly Tying Classes

These sessions are designed to help attendees improve tying technique and to learn specific fly patterns that are effective in Central Oregon and the Northwest. Instructors are typically COF members or local guides or fly shop personnel. Guests of members are allowed one free session but are charged a small fee for additional visits if they do not become members.

The leaders of each activity have overall responsibility for organization, administration and communication for the program. The responsibilities include:

- Planning a schedule for fly tying sessions consistent with winter season activities.
- Arranging for classroom space (normally a room at the Bend Senior Center).
- Arranging for instructor participation, obtaining materials for the flies to be tied and provision of pattern sheets to attendees - in advance of the session if possible.
- Managing monies received from guests and purchasing fly tying materials. Transferring excess monies to COF Treasurer at various times and at end of season.
- Communication with COF membership about fly tying sessions:
 - Newsletter announcements prior to and during the session period. (Sessions normally start in January. Newsletter announcements should be initiated in December).
 - Making brief verbal announcements at COF monthly meetings.
- Assisting with recruitment of a successor leader and provision of orientation and working materials to assure a successful transition.

6. Volunteer Data Collection

The Central Oregon Flyfishers is a volunteer-driven organization. Nearly all of the club's activities and programs, be they education, public service or recreation & fellowship, are accomplished through volunteer effort. This effort is tracked and recorded because agencies that grant financial assistance for COF programs consider member contributions when making grant award decisions. The data are also used to recognize new volunteers and as background for club awards recognizing outstanding contributions or special service.

A Volunteer Data Recorder is appointed by the Board of Directors to collect volunteer time and personal automobile mileage data. The data recorder's job is to work with COF members and event/activity managers as necessary to assure that volunteer hours and associated personal automobile mileage is recorded. The recorder must also summarize & report that data for use by the Board or those who write grant applications.

It is the responsibility of the Board of Directors to provide the data recorder with a list of events with names and email addresses of event managers, and to update the list with changes as they occur.

Responsibilities include:

- Informing club membership of the need to record volunteer hours by means of periodic newsletter articles and announcement at COF meetings.
- Providing guidance and working materials to the event/activity managers in order to facilitate recording of volunteer efforts.
- Collecting and recording hour and mileage data in a master database or spreadsheet so that it can be summarized and used by COF in grant applications, etc.
- Helping to recruit a successor Volunteer Data Recorder and provision of orientation and working materials to assure a successful transition.

See appendix items:

- Volunteer Data Form - Group Event
- Volunteer Data Form - Individual

7. Kid's Fishing Pond, Central Oregon Sportsman's Show

The Central Oregon Sportsman's Show takes place at the Deschutes County Fairgrounds and Expo Center in Redmond. The show usually occurs in late February or early March, opening on a Thursday afternoon and running through the following Sunday afternoon. The Kid's Fishing Pond consists of a large pool stocked with rainbow trout. COF volunteers help the kids to catch fish using equipment provided by the show. The show management rewards this effort with free show admission for COF volunteers and a donation to the club for its educational activities.

Annually, a COF member is appointed by the Board to manage the project. The responsibilities of the manager are quite broad. The project manager is the show contact person, solicits and manages volunteers, assures that equipment is available and arranges for supervision of the volunteer shifts. Guidelines and sample forms are provided in the appendix. In broad terms, the manager's responsibilities are:

Two months prior to the show:

- Arrange for publicity in the COF newsletter and at the COF monthly meetings.

- Begin recruitment of volunteers at COF monthly meetings and through E-mail. See sample sign-up sheets in appendix.
- Solicit flies to be used at the Kid's Pond from individual members or from group efforts such as through the winter fly tying course. When soliciting tiers provide guidelines for the type of flies needed.
- Contact Sportsman's Show management to confirm COF participation and to establish a communication path.

Two weeks prior to show:

- Prepare preliminary shift assignment list and send to the volunteers for confirmation. Modify and recruit additional volunteers as necessary, and finalize shift assignments. See sample in appendix.

Just prior and during show:

- Issue (confirm) final shift assignments for volunteers. Remind volunteers of show dates & times and provide instructions as to gate admittance, clothing, etc.
- Communicate (and preferably meet) with show management to confirm & finalize arrangements.
- Arrange for transportation of COF equipment (landing nets, etc.) and brochures, etc. to the show.
- Arrange for early arrival of the opening shift volunteers so that fishing poles and other equipment and supplies can be prepared and repaired, etc.
- During the show, assure that pond operation and volunteer activity proceed per the operational guidelines in the appendix.
- At the end of the show, obtain COF donation check from show management. The check must be conveyed to the COF treasurer.
- Provide working materials such as spreadsheets, etc. to subsequent Kid's Pond manager and providing explanation of their use.

See appendix items:

- Management Guidelines - Kid's Fishing Pond, Central Oregon Sportsman's Show
- Sample Volunteer Sign-up Sheet - Kid's Fishing Pond, Sportsman's Show
- Sample Volunteer Schedule - Kid's Fishing Pond, Sportsman's Show

8. Crooked River Cleanup Organizer

- Organizing Crooked River cleanup outings in the wild & scenic section downstream of Bowman Dam. Litter pickup along the highway must be done twice annually per the Adopt-A-Highway agreement. An annual litter pickup on the river banks and in the campgrounds should be conducted in conjunction with one of the highway pickup sessions. Lunch and fishing outings may be organized in conjunction with the cleanup sessions.

See appendix items:

- Guidelines – Crooked River Adopt-A-Highway

E. Support Functions

1. Newsletter

The “Central Oregon Flyfisher”, COF’s newsletter, is the main channel for communication to the membership and others. It is assembled monthly by an outside contractor using material provided by COF member contributors. The outside contractor takes direction from a person designated by the COF Board of Directors. The newsletter provides information about COF meetings, outings, educational activities, news of interest to fly fishers and practical information such as fly tying instructions. Most members receive the newsletter by download from the website, but hard copies are provided to local fly shops and are mailed to a few members who request same.

The essential responsibilities are:

- Contributors must provide finished written material, photographs, etc. to the outside contractor by an established deadline date. (The outside contractor professionally assembles the newsletter, but does not edit text.)
- The contractor must provide the draft newsletter to the person(s) designated by the board of directors for review as appropriate.
- The contractor must provide a finished PDF document to COF in time to allow posting by the start of the month.
- The designated COF responsible person must see that the newsletter is posted on the COF website and that other distribution is done - e.g. hard copies to fly shops, members without email and other delivery as appropriate.
- The contractor must operate within a business agreement between COF and the service.

2. Social Media

The Social Media Coordinator strategically articulates the values and mission of Central Oregon Flyfishers across the club’s social media platforms. Tasks for this role include creating and maintaining optimized social media accounts, regularly keeping track of trends, news and competition, developing an optimal posting schedule (considering member engagement metrics) and creating and posting content on a weekly basis. The Coordinator also responds to inquiries and facilitates online conversations with members of our community as well as current club members.

3. Storage/archiving of COF records

The secretary and treasurer are responsible for maintaining records in their respective fields. Hard copies and electronic copies are maintained in a file cabinet in the COF storage locker.

4. Storage of COF physical property

COF owns considerable equipment, much of which is kept in rented storage space. Directors, event managers and others who need this equipment for their activities are responsible for its care and storage. Overall responsibility for and management of the storage space is to be reviewed and updated by the Board in the future. COF Vice President maintains a list of who has keys to the storage unit.

As of January 2021, the COF trailer is stored at the property of Tom Shuman, COF Conservation chair.