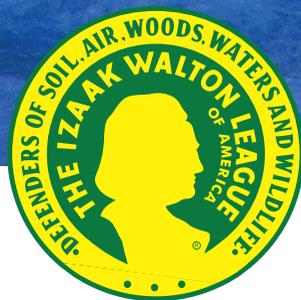




IZAACK WALTON LEAGUE OF AMERICA

CHAPTER MANUAL





IZAAK WALTON LEAGUE OF AMERICA CHAPTER MANUAL

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This manual was produced by the IWLA Chapter Relations Department. For more information, contact Izaak Walton League of America, Chapter Relations, 707 Conservation Lane, Gaithersburg, Maryland 20878-2983. Telephone: (800) IKE-LINE (453-5463), extension 236. E-mail: chapters@iwla.org

www.iwla.org

ACKNOWLEDGEMENTS

IWLA National Staff

David W. Hoskins, Executive Director
Anne F. MacGlashan, Director of Resources
Earl W. Hower, Director of Chapter Relations
Debbie M. Veliz, Chapter Relations Coordinator

Additional Contributions

Scott R. Kovarovics, Conservation Director
Mary H. Rubin, Director of Membership
Leah G. Miller, Director of Watershed Programs
Michael N. Lynch, Director of Finance
Cathy S. Berger, Director of Administration and Meetings
Jason A. McGarvey, Former IWLA Editorial Director
James T. “Jay” Clark, Former IWLA Creative Director
Steve Moyer, Vice President for Governmental Affairs and
Volunteer Operations, Trout Unlimited
John P. Pomeranz, Esq., Harmon, Curran, Spielberg and Eisenberg
Leo P. Dombrowski Esq., Wildman, Harrold, Allen and Dixon

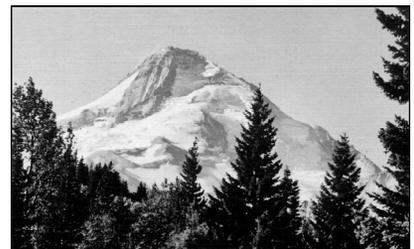
League Leadership Review Committee

Scott D. Meyer, National Vice President
Dr. Roger C. Sears, Vice Chair, Executive Board
Dawn A. Olson, Chair, Chapter Relations Sub-Committee,
Executive Board
Rick G. Sommer, Regional Governor Region VI
Marion F. Striegel, Division President, Iowa Division
Gary M. Schwartz, Former President, Minnesota Division
Leila M. Wiles, National Director, Maryland Division
Cathy Miller Beers, Former Newsletter Editor, Havana, Illinois Chapter

Editorial Support and Layout and Design

Carol R. Gardner
Kathryn M. Foltin

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Corbis-Fotosearch.



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ABOUT THIS MANUAL

As a guide, this manual provides you with the basic information about the Izaak Walton League of America (IWLA) and its network of local chapters. This manual is divided into six major parts, called units, and emphasizes important points proven to be valuable in operating a local chapter of the League.

This manual provides information on governance, financial management, legal issues, and fundraising strategies. It also includes ideas on membership recruitment, conservation projects and outdoor activities, and public relations to help you better manage your chapter.

Every chapter officer should study this material carefully. In addition, please be sure to share it with committee chairs and key volunteers. The accompanying CD-ROM provides an easy way for you to print and share sections of this manual with other officers and volunteers.

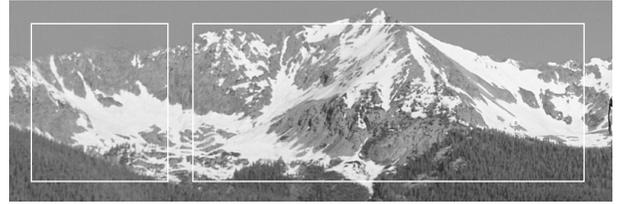
Note: Activities, projects, procedures and techniques outlined in this manual are intended as a guide and may require special abilities, technical knowledge, or safety measures. Mention of these activities, projects, procedures or techniques does not necessarily mean that they have been tested by the League's staff, and does not constitute endorsement or verification by the IWLA.

The IWLA, its agents, officers, directors and employees accept no responsibility for the results and disclaim all liability for any injuries or damages. It is up to each chapter and state division to take whatever steps it deems necessary and appropriate to comply with all applicable laws, regulations, and permits, protect the natural environment, and ensure the safety of its members and guests.



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IWLA NATIONAL DIRECTORY



UNIT I:

LEAGUE LEADERSHIP

UNIT I: LEAGUE LEADERSHIP



SUMMARY — League chapters and state divisions operate as separate entities, each with its own members, projects, and activities. Nevertheless, they all have similar characteristics and leadership needs. This unit serves as a detailed “how to govern” guide for League chapter and division leaders as they work to conserve our natural environment and promote enjoyment of the outdoors.

History of the Izaak Walton League of America

About the League

Who We Are — Izaak Walton League of America (IWLA) was among the nation’s first conservation groups. Since 1922, we have been working at the local, regional, and national levels to advocate sensible solutions to the most pressing challenges facing America’s natural resources.

Today, the League’s more than 36,000 members and supporters come from all walks of life. Many have a keen interest in fishing, hunting, camping, and other outdoor recreation. Most belong to one of the League’s nearly 300 community-based chapters across the country. All share a passion for protecting the outdoors.

What We Do — Through our local chapters, state divisions, and national organization, we work to conserve wetlands, clean the air, reduce energy consumption, preserve wilderness areas, protect fish and wildlife habitat, and improve management of our farmlands and forests. Through our publications, workshops, events, Web site, quarterly magazine, and numerous on-the-ground projects across the country, we give citizens the knowledge and tools they need to be responsible stewards of the outdoors.

At the state and national levels, our volunteers and staff work together to promote common-sense, practical policy solutions to critical conservation issues. But regardless of whether we are working in a town hall or in the halls of Congress, our goal is to ensure that America’s natural resources are protected, managed, and used in a sustainable manner for generations to come.

Since 1922, we have been working at the local, regional, and national levels to advocate sensible solutions to the most pressing challenges facing America’s natural resources.



Mission Statement — To conserve, maintain, protect, and restore the soil, forest, water and other natural resources of the United States and other lands; to promote means and opportunities for the education of the public with respect to such resources and their enjoyment and wholesome utilization.

Members' Pledge — “To strive for the purity of water, the clarity of air, and the wise stewardship of the land and its resources; to know the beauty and understanding of nature and the value of wildlife, woodlands, and open space; to the preservation of this heritage and to man’s sharing in it. I pledge myself as a member of the Izaak Walton League of America.”

League Slogan — “Defenders of soil, air, woods, waters and wildlife.”

IWLA Governing Structure

Our Organization

The Izaak Walton League of America is a volunteer-driven, “bottom-up” organization that depends on its members for volunteer support, leadership, and their commitment to common-sense solutions to conservation issues.

*The League is a
volunteer-driven,
“bottom-up”
organization.*



Members

First and foremost, the League is a membership organization of active and dedicated volunteer conservationists who work to protect and restore the country's natural resources at the local, state, and national levels.

Membership — There are many ways to support the Izaak Walton League. The easiest way is to become a member by joining a local chapter or supporting the national organization as a member-at-large. Dues, most or all of which are tax-deductible, help support the work of the chapter, state division, and the national organization.

By joining a chapter, members also gain access to many volunteer opportunities within their own communities. For example, our chapters restore streams and wetlands, build and install bird and bat houses, run litter pickup and recycling programs, organize and conduct hunter education classes and youth camps, and teach basic boating and fishing clinics.

In addition, all of our members receive our quarterly magazine, *Outdoor America*. Members can also sign up to receive our bimonthly e-newsletter, *Conservation Currents*, action alerts, and media releases. By tapping into these resources, as well as the Web sites and newsletters of their local chapters and state divisions, our members stay up-to-date on the League's activities and learn about more ways they can help conserve the outdoors.

Chapters

Since the League's founding, chapters have worked at the local level to conserve our environment and promote enjoyment of the outdoors. Run by grassroots volunteers, and ranging in size from as few as 10 to as many as several thousand members, our chapters provide terrific opportunities for friends, families, and neighbors to participate in a wide range of outdoor recreational activities and conservation projects. Many chapters own or lease facilities with chapter houses, fishing ponds, shooting ranges, nature trails, or other outdoor attractions; others meet in libraries, park lodges, or firehouses to socialize and discuss conservation issues.

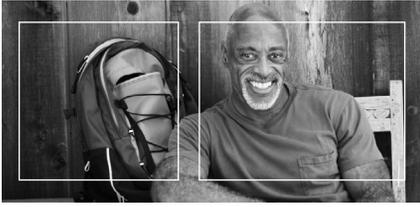
Responsibilities of League chapters are described more fully in the League's Bylaws under Article 5.

Chapter Officers — Chapter officers typically include a president, vice president, secretary, and treasurer. Some chapters opt for additional vice presidents, depending on their size and specific needs.

Duties. Chapter officers work with other chapter volunteers to:



By joining a chapter, members also gain access to many volunteer opportunities within their own communities.



The League's activities are further guided by the work of our 20 state divisions.

- Recruit new members;
- Oversee and manage the chapter and its assets;
- Promote responsible use of natural resources;
- Implement conservation projects and outdoor activities in their community; and
- Represent the chapter's interests at the state and national levels.

Divisions

The League's activities are further guided by the work of our 20 state divisions. State divisions develop state programs consistent with the objectives of the national organization, assist in creating new chapters, and play a crucial role in helping existing chapters and the national organization. In particular, state divisions provide a forum for individual chapters within a state to develop unified positions. Working closely with the national organization, an active, well-organized division can also provide information and invaluable technical support to its chapters on everything from member recruitment to conservation and outdoor recreation projects to financial management and public relations.

Responsibilities of League state divisions are described more fully in the League's Bylaws under Article 6.

Division Officers — Division officers typically include a president, vice president, secretary, and treasurer. A division may also maintain other positions, including state directors and one or more committees and committee chair positions, such as membership, conservation, education, public relations, and finance. Consult your state division president for further details.

Duties. These state-level volunteers:

- Oversee and manage the division's assets;
- Promote responsible use of the state's natural resources;
- Provide technical and administrative support to the division's chapters;
- Recognize chapters' local conservation projects, outdoor activities, and other accomplishments;
- Facilitate communication among the state's chapters, divisions, and the national organization;
- Represent the state's interests at the national level; and
- Recommend the formation and dissolution of division's chapters.

Regional

The League is further organized into six regions, each encompassing multiple states. This includes the West (Region I), Southwest (Region II), Great Plains States (Region III), Midwest (Region IV), South (Region V), and Northeast/Mid-Atlantic (Region VI). See Regional Governor Map below. Each of these regions provides a forum for chapters and state divisions to speak with a strong unified voice on concerns and issues of regional significance.



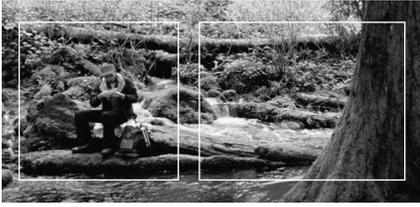
Regional Governors – Each region is represented by a regional governor, who is elected annually for a one-year term at the national convention. Regional governors serve as officers of the national organization, and as national officers, they also serve on the Board of Directors of the national organization.

The primary function of regional governors is to represent the national organization and serve as a liaison between it and the divisions and chapters within their respective regions. They also perform other duties as outlined in the national document “Guidelines for Responsibilities and Duties of the Regional Governors,” and as assigned to them by the Executive Board.

Duties. Their duties include:

- Staying informed about League programs and policies;
- Communicating with their state chapters and divisions and with national leaders;
- Representing the region’s interests at the national level;

Regional governors represent the national organization and serve as a liaison between it and the divisions and chapters within their respective regions.



- Aiding the chartering process of new chapters within the region;
- Promoting membership growth and volunteer leadership training;
- Sharing local and state conservation projects, outdoor activities, and other accomplishments of their chapters and divisions with other League leaders; and
- Promoting responsible use of natural resources within the region.

National Board of Directors

At the national level, the League's work is guided by its Board of Directors. The Board of Directors consists of:

- Ten officers (president, vice president, secretary, treasurer, and six regional governors);
- Presidents of state divisions;
- Additional directors elected by each state division;
- Six directors-at-large; and
- Living past national presidents.

Officers — The national officers include a president, vice president, secretary, and treasurer, as well as the six regional governors (described above). In holding these positions, officers accept certain responsibilities set forth in the League's Bylaws. The specific duties of the president, vice-president, secretary, and treasurer are as follows:

President:

- Preside at meetings of the Board of Directors and during parts of the national convention;
- Project a strong and accurate public relations image of the League; and
- Perform other such duties as the Bylaws shall prescribe.

Vice President:

- Serve as president in the event of absence or inability of the president; and
- Perform such duties as assigned by the Executive Board, or by the president, such as working on membership issues and national awards promotions.

At the national level, the League's work is guided by its Board of Directors.

Secretary:

- Keep an accurate record in permanent form of all business transacted at the annual convention, Board of Directors meetings, and Executive Board meetings; and
- Perform other duties as prescribed by the Executive Board.

Treasurer:

- Perform duties related to the finances of the League as specified by the Executive Board; and
- Serve on the audit committee.

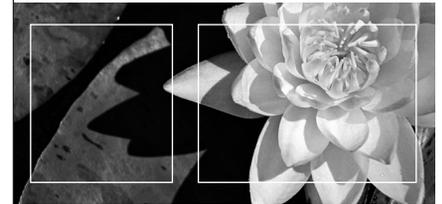
National Directors — A state division elects national directors based upon the total number of division chapter members as of December 31st of the preceding year. Specifically, each division is entitled to one additional director for: (1) division status; (2) attaining 500 members; and (3) each additional 1,000 members. In addition, a state division president also serves as a national director during his or her elected term.

In general, the state division president and the other national directors elected by each state division represent the state division and serve as liaisons between the national organization and the divisions and chapters within their respective states.

Directors-at-Large — The Board of Directors also includes six directors-at-large from states or chapters without state divisions. The at-large directors are elected by delegates at the national convention for terms of three years with two at-large directors elected each year.

The directors-at-large are expected to maintain communications with chapters not located within a state division, attend local chapter meetings and national board of director meetings, present chapter membership appreciation and Tobin Awards at chapter meetings in regions where no state division exists, and submit semi-annual activity reports.

Past National Presidents — All living past national presidents who are members of the League continue to serve as national directors after leaving national office. They follow the same guidelines as the national directors elected by state divisions regarding meeting attendance and acting as liaisons among national, state, and local events of the League. They also may be called upon by the Executive Board or state division president to carry out other duties described for national directors.



National directors represent the state division and serve as liaisons between the national organization and the divisions and chapters within their respective states.

Responsibilities of All National Directors. In accepting a position on the national Board of Directors, all national directors accept certain responsibilities. Some of these are clearly spelled out in the League's Bylaws (See, for example, Article 10). Other duties are described in the national document, "Guidelines for Responsibilities and Duties of the National Directors," or may be assigned to them by the Executive Board.

National directors serve as a vital link between the national organization and the divisions. As such, they are expected to attend all national Board of Directors and state division meetings in the state in which they reside. The national Board of Directors meets twice a year: once at the national convention in July, and once in mid-winter, typically held in early February.

In addition, all national directors are expected to:

- Follow up promptly when action is requested by a national officer;
- Serve diligently on national committees when appointed;
- Recommend appropriate actions based on established national policy;
- Advise on projects or stands to be taken by the national organization;
- Promote harmony and unity within the assigned area of responsibility; and
- Submit semi-annual activity reports.

A national director also serves as a link between the division and certain chapters. In divisions that are represented by two or more national directors, the state division president determines the geographical area or specific chapter assignments of each national director. The national director is expected to visit all of his or her assigned chapters at least once a year (and if possible, every four months) and be willing to assist those chapters in:

- Orienting new officers;
- Recruiting new members;
- Initiating new conservation and education projects;
- Staying current on national and state-level issues;
- Promoting national legislative action, conservation issues, and programs;
- Generating publicity of chapter projects and activities;
- Sponsoring or establishing new chapters;
- Explaining new national or regional directives or regulations; and
- Presenting League awards and participating in award recognition programs.

National directors serve as a vital link between the national organization and the divisions.

Executive Board

The national Board of Directors is led by an Executive Board consisting of no more than 17 members. This number includes nine members elected by the Board of Directors; three at-large members elected by the Executive Board; the president, vice president, secretary, and treasurer of the national organization; and the latest retiring (or immediate past) national president of the League.

To be eligible for one of the nine positions elected by the Board of Directors, a person must be an elected national director at the time of nomination. A nominating committee, appointed by the national president, screens potential nominees and makes recommendations to the national directors at the annual convention. Candidates may also be nominated from the floor.

Any League member is eligible and may be nominated to one of the four national officer positions. They are elected by the accredited delegates present at the annual convention. A nominating committee, appointed by the chair of the Executive Board, screens potential nominees and makes recommendations to the entire delegation at the annual convention. Candidates may also be nominated from the floor.

Nomination and election of these leadership positions is described more fully in the League's Bylaws under Article 9.

Responsibilities. As described more fully in the League's Bylaws (See, for example, Article 11) and the national document "Guidelines for Responsibilities and Duties of the Executive Board," the Executive Board has full administrative authority in carrying out the policies of the League and supervising its activities. This includes establishing and approving an annual budget; requesting and evaluating an annual official audit; hiring and supervising an executive director; establishing personnel policy for staff and other employees; and, monitoring activities of staff to ensure compliance with established policy and budget guidelines.

The Executive Board is also responsible for establishing the means to raise funds for the operation of the League (for example, establishing and collecting various types of membership dues), developing and approving the League's investment policy, and administering the conservation policy of the League as established by the delegates at national convention or by the national Board of Directors. Members of the Executive Board also serve as spokespersons for the League at local, state, regional, and national meetings and select the national honorary president of the League.

The Executive Board has two mandatory meetings annually: one immediately prior to the national convention, and the second near the end



The Executive Board is responsible for establishing the means to raise funds for the operation of the League, developing and approving investment policy, and administering conservation policy.

of the calendar year, primarily to review and approve the annual budget for the upcoming year. The Executive Board selects a chair and vice-chair from among its members. The chair presides at meetings, has such powers as are delegated by the Executive Board, and acts as the chief administrative officer of the League. The vice-chair presides at meetings in the absence of the chair.

National Staff

The League's staff carries out the organization's mission and acts on the policies set by the members. The national headquarters is located in Gaithersburg, Maryland at the IWLA National Conservation Center. In addition, the national organization maintains a regional Midwest Office in St. Paul, Minnesota, and several field staff in other states where the League has members and chapters.

The national staff supports the work of the members, chapters, divisions, and regional and national leadership and engages in outreach and advocacy to advance the League's mission and conservation policies. They also disseminate information through special reports and newsletters, a quarterly magazine, and Web site, where visitors can learn about the League's history, conservation mission, and activities.

Note: The current *IWLA National Directory* provides a listing of staff contacts (addresses, telephone and fax numbers, and emails). Refer to the pages titled "National and Regional Office and Field Staff Contacts" or "Program Support Assistance" chart. You may also call the National Office toll-free at (800) IKE-LINE (453-5463), or find a contact name through our Web site at: www.iwla.org.

Chapter Organization

Chapter Charter

A chapter is a group of members in a local area given a charter by the IWLA Executive Board in order to carry out the League's mission locally. By design, each chapter is structured with similar leadership positions, duties, and responsibilities. To obtain a charter and establish a new chapter requires at least 10 individuals with similar interests in conservation and the outdoors and who are willing to become members of the League. The members begin by choosing a name for the chapter, selecting officers, and identifying conservation goals. They must then complete a "Petition for Charter" form and draft articles of incorporation and bylaws, which must be submitted to the National Office for review and final approval by the Executive Board.

The national staff supports the work of the members, chapters, divisions, and regional and national leadership and engages in outreach and advocacy to advance the League's mission and conservation policies.

Please refer to Unit II — Finance, Legal, and Fund Raising, for more details on the process for starting a new chapter.

Board of Directors

A chapter is led by a board of directors and its elected officers. The board is responsible for overall management and oversight of the chapter.

Duties. The principal duties of the local boards of directors are to:

- Oversee the business of the chapter;
- Meet regularly, generally not less than once a month;
- Receive officers' and the committee chairs' report to the board on their activities at every meeting or at times specified by the board; and
- Manage the chapter's finance and policies.

[**Leadership Tips**] The board of directors should handle virtually all routine chapter business. If the board carries out its duties properly, the regular membership meetings of the chapter can be handled in a businesslike manner, without being taken up by minor matters that detract from the important decisions. When the general membership is freed from focusing on operational details, it can concentrate on settling important matters of policy and finance, and on carrying out conservation projects, educational efforts, and other League events and activities.

Consider appointing a board spokesperson or reporter, who may be the chair or secretary of the board of directors. This individual could report on actions taken by the board at regular membership or special business sessions of the chapter, and where necessary, could ask for chapter support or ratification of a board action.

Officers

The board of directors typically has four officers, a president, vice president, treasurer, and secretary, elected by the general membership. The chapter officers are accountable to the board of directors for their activities in the name of the chapter. In turn, the board answers to the general membership.

Chapter officers and directors deserve the highest regard and respect; most perform their duties without compensation of any kind except the satisfaction of work well done.

President — The president is the chief administrative and presiding officer of the chapter. As the chosen and duly-elected volunteer leader, the president shoulders significant responsibility. Chapter members place a high level of

The board of directors should handle all routine chapter business.



A successful chapter president seeks to utilize the best talents of the members.

The vice president provides assistance to the president, and chapter members look to the vice president for added guidance and leadership.

trust in this individual, looking to him or her for leadership, management oversight, and successful implementation of the chapter's programs.

Duties. The president's routine duties include:

- Providing oversight and management of the chapter;
- Presiding at regular membership and special meetings of the chapter;
- Presiding at board meetings (in chapters where the president is also chair of the board of directors);
- Appointing regular and special committees, and following up to ensure that the committees are working on their assignments;
- Maintaining an understanding of the League and its governing structure;
- Communicating with chapter members, other chapters, division and national leaders, and national staff;
- Acting as the chapter's chief public spokesperson or representative;
- Guiding the chapter in the conservation mission of the League, including the development and implementation of related conservation projects and outdoor activities.

[Leadership Tips] A successful chapter president seeks to utilize the best talents of the members, spurs volunteers to use their knowledge, experience, and initiative, gives credit where credit is due, and constantly seeks to build the chapter. He or she actively looks for and encourages new volunteers to engage in all chapter business, projects, activities, and events. When capable and ambitious new members step forward, the president encourages and recognizes their work and delegates increased responsibility to those members who can handle it. The president is also the chapter's representative in the local community. To be successful, the president should establish and maintain good working relationships with other conservation organizations, representatives of local and state government, and the media.

Vice President — This is one of the higher administrative officers of the chapter. The vice president provides assistance to the president, and chapter members look to the vice president for added guidance and leadership.

Duties. The vice president accepts some specific duties, depending on how the chapter is structured and its bylaws. Generally, the vice president's duties include:

- Presiding at regular membership or special meetings, and, if applicable, board meetings in the absence of the president;
- Becoming familiar with the normal duties of the president and with all workings of the chapter and its committees;

- Providing support and assistance to the president to achieve the chapter goals and objectives;
- Holding a structured responsibility or specific assignment within the chapter.

[**Leadership Tips**] Ideally, the vice president should benefit from on-the-job training before taking over the helm as chapter president. For example, in addition to serving on the board of directors, a vice president may be directly responsible for key tasks, such as ensuring the successful operation of the chapter's facilities.

Some chapters opt to have more than one vice president. These officers may or may not be of equal rank and their duties will vary. For example, one vice president may chair the membership committee; one may be in charge of educational programs; and a third may be responsible for all conservation programs and projects.

Secretary — In many ways, the secretary is the most important officer in the chapter, but often the last one to receive recognition and thanks. The secretary is the chief custodian of the chapter's records, but that is only one aspect of the work.

Duties. Significant duties include:

- Keeping written minutes and other official records of regular membership, board, and special meetings;
- Coordinating with the newsletter editor, web master, and media outreach chair (publicity) to prepare and send meeting notices and other news based on meeting transactions;
- Safeguarding the chapter's records and, when leaving office, turning over all records of official chapter business in good shape to his or her successor; and
- Preparing important correspondences with outside organizations, individuals, and partners.

[**Leadership Tips**] In some chapters, the duties of membership secretary are separated from those of recording secretary and corresponding secretary, depending often on the size of the chapter and the complexity of its operations. A number of smaller chapters also combine the offices of secretary and treasurer, in which case the secretary is responsible for handling all money matters for the chapter. It is up to the individual chapter to determine whether one person can or should be asked to carry out all these tasks.

The secretary is the chief custodian of the chapter's records.

The principal duty of the treasurer is to receive and safeguard the chapter's finances and other negotiable property or wealth.

A large part of chapter work depends upon committees and committee chairs appointed by the president.

Treasurer — The principal duty of the treasurer is to receive and safeguard the chapter's finances and other negotiable property or wealth.

Duties. Treasurers are asked to:

- Collect and handle all monies for the chapter;
- Disburse funds as needed;
- File tax forms in a timely manner;
- Maintain financial records for the chapter; and
- Report on the chapter's financial status and activities at meetings.

[**Leadership Tips**] The work of the treasurer may be overseen by both the board of directors and a finance committee consisting of individuals familiar with banking and recordkeeping. Since the treasurer deals with the National Office regarding payments of national and state division dues, he or she will need to become familiar with those systems. Payments covering membership, both new and renewing, should be sent to the National Office using the appropriate membership paperwork. The paperwork is typically prepared by the chapter membership officer.

Committees

A large part of chapter work depends upon committees and committee chairs appointed by the president. Over the years, many chapters have found that standing, or permanent, committees are useful for carrying out the chapter's work in a variety of areas. These committees can vary as local needs dictate. On standing committees, the position of chair is particularly important; chairs should know or quickly learn the duties of the committee and be willing to carry out those duties smoothly and efficiently. Each chair should be prepared to report the committee's activities, positions, requests for action, and funding needs to the board of directors and the chapter membership.

Standing Committees — Suggested basic standing committees include:

- Conservation
- Education
- Membership
- Public Relations
- Finance

Conservation Committee: The chief function of the League is to promote conservation and restoration of our natural resources. The primary responsibility of this committee is to study, recommend, and oversee the

implementation of chapter conservation projects to advance the League's mission at the local level.

Education Committee: The main purpose of this committee is to disseminate information to the community and to chapter members, educating them on conservation issues, the League's role in addressing those issues, and how they can help. Educational outreach should extend beyond League members and decision makers; it should include programs aimed at educating adults and school-aged children in your community.

Membership Committee: Each year, chapters play a crucial role in renewing the membership of current members and in recruiting new ones. To be successful, each chapter should have a committee dedicated full-time to organizing and implementing activities and events aimed at member recruitment and retention. This committee would include the membership dues recipient (MDR) and membership marketing chair. Please refer to Unit III — Membership Growth and Retention for more details on these important chapter positions.

Public Relations Committee: This committee is responsible for informing the public about the chapter and its activities. In addition to assisting other committees in generating publicity relating to programs and activities, this committee should conduct outreach to civic bodies, lodges, clubs, congregations, schools, and members of the media. This committee can also play an important role in keeping the state division and the National Office advised of chapter activities and local press coverage.

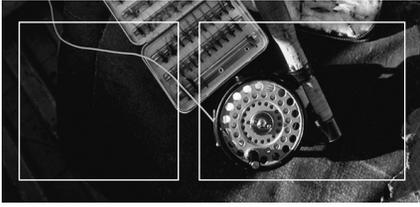
Finance Committee: Under the direction of the board of directors, this committee is responsible for overseeing the chapter's finances to ensure that it remains financially sound. The treasurer should be a member of this committee. Specific responsibilities include preparing draft budgets, helping to ensure that chapter revenues and expenses are fully and accurately accounted for, and recommending any mid-year adjustments necessary to stay on budget. This committee can also help identify and secure new sources of funds.

Appointment and Organization — Appointing chapter committees is the responsibility of the president and should be done as soon as possible after he or she takes office. The job can be made easier if members are asked to submit preferences and volunteer for the kind of committee work in which they are interested.

A trained specialist, such as a media reporter or journalist, would be a good choice for the public relations committee. A forester and soil conservationist would work well on the conservation committee. Likewise, an accountant or banker could bring important skills to the finance committee.



Appointing chapter committees is the responsibility of the president and should be done as soon as possible after he or she takes office.



To better serve our chapters, the National Office annually gathers the most current chapter officer information from League chapters, normally from a chapter's submitted Officer Report Form.

If a committee chair cannot attend all committee meetings, he or she may want to appoint a vice chair to help keep things going. Committee chairs should meet frequently with the chapter's directors to keep the board informed of progress and activities.

Flexibility in setting up committees is highly desirable. Rather than creating a large number of separate standing committees for the long term, chapters may want to create special committees or task forces to handle special jobs, projects, activities, and events as they come along.

Special Committees – Some chapters with special problems or programs may wish to set up subcommittees or special committees to deal with these issues. These committees may report to existing standing committees or to a specific officer or director. Local circumstances and chapter needs will dictate the type of committee arrangement that best suits the situation.

Examples of such committees might include:

- Chapterhouse Construction
- Chapter Facility Management and Maintenance
- Forest Management
- Meeting Entertainment
- Youth Activities
- Parkland Preservation
- Air and Water Pollution
- Watershed Protection
- Hunter Education
- Soil Conservation
- Annual Members' Banquet

Committee Chair and Liaison Assignment Requests – To better serve our chapters, the National Office annually gathers the most current chapter officer information from League chapters, normally from a chapter's submitted Officer Report Form. This important information appears in the annual IWLA National Directory. In addition, it is used to direct mailings on particular topics to the most appropriate officer.

Officer Report Form. Each summer, the League staff sends a request to the current chapter president seeking the most recent officer information. This is done in accord with the League's Bylaws, which state that all annual chapter elections must be held and officers in place by September 1st. An updated Officer Report Form must be submitted preferably by August 31st, or

within 30 days of such an election, but sent no later than September 30th of each year. A copy of the current Officer Report Form can be obtained online at www.iwla.org/chapters. For an example of an Officer Report Form, please refer to Appendix A at the end of this manual.

What Makes a Successful Chapter

Five features are essential to chapter success:

- Good officers
- Definite goals and accomplishments
- Regular and interesting meetings
- Worthwhile projects
- Active participation in the whole organization.

Good Officers — Officers should be leaders in the community, known for energy, alertness, and good judgment. They should have well-conducted, attention-holding meetings on worthwhile subjects, see that all committee work and progress is properly reported, and assure that members are kept up-to-date on resource conservation matters at national, regional, state, and local levels.

They also should be interested in mentoring new volunteers and drawing out their qualities of leadership. When a once-prosperous and active chapter begins to decline, the reason is often that former officers didn't develop future leaders to take over the top jobs when their terms ended. The best volunteer leaders constantly recruit and train new and/or younger members to participate.

The key is to just ask! Put them to work and follow up to see how they did. Then, at meetings, publicly give them credit and recognition for deeds accomplished. A word of praise, singling a member out by name as you say something good about their leadership skills, interest, and activity, goes a long way toward stimulating more interest and worthwhile results.

Definite Goals and Accomplishments — There are many conservation issues a chapter can tackle successfully. This Manual contains suggestions to help chapter officers and committees determine worthwhile projects. When your chapter decides on a local project or activity, be sure to go after it with success in mind. Seek short-term results that your members and the public can see and can point to with real pride.

Regular and Interesting Meetings — Meetings should be held regularly, at dates and times fixed in advance. To help ensure good turnouts, meetings

There are many conservation issues a chapter can tackle successfully.

Successful chapters should be knowledgeable about the League's overall mission, goals, and programs.

should be well advertised on your Web site, in chapter newsletters, and in local newspapers.

To have truly successful meetings, officers should find innovative ways to ignite interest or desire for members and potential members to attend. The way you run your meetings will have a profound effect on attracting new members and encouraging them to roll up their sleeves and participate.

In some chapters, the officers' and directors' meetings are held an hour or so ahead of the chapter meeting. This allows committee chairs to make reports, handle routine chapter business, and decide in advance what matters of business are important enough to warrant general discussion and action. For some suggestions on how to run a good meeting and a model agenda, please refer to Appendix B.

Worthwhile Projects — One key to building and maintaining a successful chapter and advancing the conservation mission of the organization is to identify and carry out worthwhile projects. These can include projects to conserve local natural resources, to promote outdoor recreation, to educate the public about the work of the League and the need to protect our environment, and to recruit and retain new members. To lead efforts in each of these areas, many chapters appoint standing committees and committee chairs for membership, conservation, public relations, and education.

Active Participation in the Whole Organization — Successful chapters should be knowledgeable about the League's overall mission, goals, and programs. Share the news with your members so they feel connected to the larger organization and can take pride in all of the organization's successes. You will also want members to be able to tell the League's story to their friends and, in the process, to recruit new members to the cause.



UNIT II:

FINANCE, LEGAL, AND FUND RAISING

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FINANCE, LEGAL, AND FUND RAISING



SUMMARY — This unit focuses on the steps you should take to ensure that your chapter, as well as your state division, is well managed — financially and legally. We all operate under the League’s name, but chapters and state divisions are separate organizations, many of which are incorporated and also have their own tax-exempt status. This dual status means that chapter and state divisions have additional responsibilities: fulfilling the League’s Bylaws, following best practices, meeting their own fiduciary duties, and complying with all federal, state, and local laws.

Financial Considerations

Each chapters and state division should establish and follow procedures to control the collection, tracking, and expenditure of funds to stay within a budget approved by their boards of directors. During the course of the fiscal year, the board of directors should periodically review the budget to determine whether revenues and expenses are consistent with the budget, and to make any mid-year adjustments necessary to avoid deficit spending. In addition, it is essential to maintain up-to-date and accurate financial records.

Annual Plan

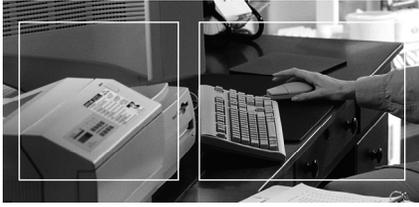
The first step in constructing an annual budget is typically to develop an annual plan to assess current needs, set priorities, and identify specific activities or projects to address those priorities during the upcoming year. The plan does not need to be an especially lengthy document, but it does need to be well thought out and contain sufficient detail to guide both budget preparation and implementation of activities and projects.

Preparation — It is important that you give members ample opportunity for input in your annual plan. Including members in the process will help build consensus, generate volunteers to carry out the plan, and ensure the best plan possible.

Budgets

Planning and budgeting go hand in hand, but having a draft annual plan will make preparing a budget much easier; with a plan in hand, you will have set

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Your chapter and state division should have financial controls in place to keep track of both revenues received and expenditures.

priorities and will know what you would most like to accomplish in the year ahead.

Armed with the draft plan, you should begin by putting together estimates of both projected income and expenses for each activity or project. Estimates for income, especially from new sources, should be conservative. Conversely, try to anticipate all expenses related to a proposed activity or project and leave room in your expense estimates for unanticipated expenditures or cost overruns. If projected expenses exceed revenues, avoid the temptation to balance the budget by either artificially inflating revenue projections or trimming projected expenses below the activity's or project's true cost. Instead, take another look at your annual plan and trim your list of priorities and associated activities or projects until projected revenues and expenses balance.

Approval – The budget is a key management tool. Once the budget is complete and approved by your board of directors, the treasurer, the finance committee, and the board should refer to it throughout the year. Regularly comparing year-to-date actual revenues and expenses against the approved budget will help you determine whether you are on budget, and also help you to make mid-course corrections to avoid painful deficits at year-end.

Financial Records

It is essential that your chapter or state division maintain accurate financial records for all revenues and expenses, preferably following Generally Accepted Accounting Principles (GAAP). Although the primary responsibility for this task rests with your treasurer, the board of directors should be briefed regularly on the status of year-to-date revenues and expenses against the approved budget. There are many accounting software packages available that will make the job easier, such as Intuit's QuickBooks or Quicken.

To ensure that financial records are preserved intact and that a newly-elected treasurer is fully briefed on his or her responsibilities, the outgoing treasurer should train the newly elected treasurer before the transition takes place. Because this position is so important to the financial and legal health of your chapter or division, you should seek out and encourage members with expertise in finance, accounting, or funds management to run for treasurer.

Financial Controls

Your chapter and state division should have financial controls in place to keep track of both revenues received and expenditures. All funds should be deposited by the treasurer in a chapter or state division bank account designated by the board of directors. All disbursements should be made

by check, signed by two persons designated by the board of directors. In addition, after having reconciled bank and internal accounting records, the treasurer should provide the board with periodic income and expense reports. Any chapter or state division with annual revenues above \$50,000 should also conduct an audit at least once each year with the help of a certified public accountant. Finally, new treasurers should be elected at periodic intervals, based on previously determined term limits.

Legal Issues

Starting a New Chapter

Beginning a new chapter is an exciting but challenging undertaking. Success requires vision, time, and commitment. You need to have a clear idea of what your new chapter will do, how it will be organized to accomplish its goals, and at least 10 volunteers ready to take on this challenge. If you are thinking of starting a new chapter, the National Office has a Chapter Starter Kit that contains a step-by-step guide to starting a chapter as well as useful information on the League.

Chapter Formation — The first step is to meet with interested friends and acquaintances who are concerned about local conservation and environmental issues. Ideally, this should include key civic-minded people, businessmen and women, and professional leaders who have outdoor interests, are concerned about conservation, and are prepared to roll up their sleeves and help. Before holding your initial meeting, obtain a copy of the League's kit for starting a new chapter and arrange for a League speaker to be there to explain what the League does, the role of our chapters, and to answer questions on how to begin a new chapter.

When a minimum of 10 prospective members have agreed to form a chapter and identified a series of goals or projects to undertake, they should hold a formal organizational meeting to:

- Formally agree to organize a chapter;
- Select an initial set of goals and projects;
- Pick a name for the new chapter;
- Decide where and how often the chapter will meet;
- Set the chapter dues, complete membership applications, and collect dues;
- Nominate and elect temporary officers;



You need to have a clear idea of what your new chapter will do, how it will be organized to accomplish its goals, and at least 10 volunteers ready to take on this challenge.



- Adopt articles of incorporation and bylaws; and
- Complete a petition for charter.

Petition for Charter. As a first step in seeking formal approval from the League’s Executive Board to begin a new chapter, you must submit a petition for charter: identifying the name of your proposed chapter; subscribing to the League’s conservation objectives; committing to follow the policies, articles of incorporation, and bylaws of the national organization; describing your chapter’s proposed conservation programs; and setting the chapter’s membership dues. The petition must be signed by your newly elected temporary officers (president, vice president, treasurer, and secretary). In addition, it must be accompanied by a list of your founding members and copies of your proposed chapter articles of incorporation and bylaws.

You can obtain a copy of the petition for charter, along with other information and forms, in the Chapter Starter Kit from the League’s National Office.

Articles of Incorporation and Bylaws. The petition for charter must be accompanied by proposed articles of incorporation and bylaws. Draft copies of both documents are also included in the Chapter Starter Kit.

The articles of incorporation include the name of the organization, spell out how the chapter relates to the national organization, set forth the objectives and powers of the new chapter, define who is eligible to join as a member, determine how the assets of the chapter shall be applied and distributed if the chapter ceases to function as a chapter of the League, establish a board of directors and its officers, require the enactment of bylaws, and include a process for future amendments to the articles of incorporation or the bylaws.

The bylaws provide more detail on many of these subjects to guide the day-to-day operation of the newly established chapter. They also include a more detailed description of the roles and responsibilities of members, the board of directors, and its officers. The bylaws also include provisions governing meetings of the chapter, the formation of standing committees, financial management, and disposition of assets.

Incorporation — Although the petition for charter must be accompanied by proposed articles of incorporation and bylaws, it is up to the chapter or state division — once IWLA has approved the draft documents — to submit the required paperwork to form a corporation — a certificate of incorporation — and pay the requisite fee. In addition, many state governments require corporations to file regular reports to maintain their corporate status.

If the chapter or division *does not incorporate*, its directors and officers could be held personally liable for claims not covered by insurance or the organization’s

The petition for charter must be accompanied by proposed articles of incorporation and bylaws.

assets. By incorporating, officers and directors receive greater protection against legal claims made against the corporation.

To maintain a corporation, you also must “observe the corporate form” by complying with state corporate law and the organization’s own bylaws and articles of incorporation. For example, this includes holding regular meetings and officer elections, keeping adequate corporate records, and not mixing an officer’s personal business with chapter activities. Essential corporate records include up-to-date articles of incorporation and bylaws, minutes of board and member meetings, tax returns, financial records, and documentation of the organization’s activities.

Because incorporation can be a complex process, you may need the assistance of an attorney familiar with the requirements of your state to help you through it.

Employer Identification Number — Whether or not you have any employees, one of the first things a new chapter should do after incorporation is to apply to the U.S. Internal Revenue Service (IRS) for an Employer Identification Number or EIN. Similar to a social security number for individuals, an EIN allows you to open bank accounts and conduct other business on behalf of your newly established chapter and division. The form to obtain an EIN (IRS Form SS-4) is available at your local IRS office or online at www.irs.gov.

IWLA Obligations

As members of the national organization, members of your chapter or state division can take advantage of many benefits and opportunities. These include opportunities to participate in the League’s annual national convention, elect its national directors and officers, and help shape the League’s conservation policies. As a member of the national organization, you will also receive copies of the League’s print and electronic publications, including our quarterly magazine, *Outdoor America*. You can also take advantage of a wealth of knowledge and technical assistance from volunteers and staff on everything from membership recruitment to communications, governance, and conservation programs and activities.

But chapters and state divisions of the larger national organization also have duties and responsibilities under the League’s national Bylaws. (A copy of the most recent version of the League’s Bylaws can be found in our *IWLA National Directory*, at the end of this manual.) In general, these obligations are designed to further the fundamental conservation mission of the League; help protect the chapters, state divisions, and the national organization from violating the law or losing their tax exempt status; and

To maintain a corporation, you also must “observe the corporate form” by complying with state corporate law and the organization’s own bylaws and articles of incorporation.

Chapters and state divisions have responsibilities under the League’s national Bylaws. These obligations to further the fundamental conservation mission help protect them from violating the law or losing their tax exempt status.



allow the League to exercise “general supervision and control” of chapters and state divisions operating under IWLA’s group tax exemption. In brief, chapter obligations include:

Principles — Adhere to fundamental principles by:

- Adopting and operating according to the objectives of the IWLA and reflecting those objectives in the chapter’s articles of incorporation and bylaws; and
- Undertaking conservation programs and keeping IWLA advised of their progress.

Assets — Collect and protect assets by:

- Collecting membership dues and sending national and state division dues to the national organization in a timely fashion;
- Carrying insurance policies on property owned, leased, rented, or used by the chapters, naming IWLA and the state division as additional insureds; and
- Providing in the chapter’s articles of incorporation and bylaws that, in the event the chapter ceases to operate or function as a chapter of the League, chapter assets shall be distributed in accord with the IWLA’s Bylaws and transfer of significant portions of the chapter’s assets without approval of the Executive Board shall be prohibited.

Authorization — Obtain IWLA approval for:

- Publications in the name of IWLA;
- Any commercial enterprise profiting a member, chapter, or division; and
- Any litigation in which the chapter is a party.

Tax-Exempt Status — Protect tax-exempt status by:

- Operating without political or religious affiliation;
- Operating to promote the chapter’s purposes rather than for the purpose of producing a profit (Although chapters may and should always try to take in more money than they spend, their driving force must be their mission of conservation, not commercial activities.);
- Operating without discrimination on the basis of race, color, gender, religion, national origin, age, or handicap; and
- Not becoming a chapter or affiliate of another organization.

Routine Reports — Demonstrate chapter compliance with these requirements and applicable law by providing copies of the following documents:

- Current versions of the chapter’s governing documents, including articles of incorporation and bylaws;
- Any reports filed with state corporate regulators, charitable solicitation regulators, and the IRS; and
- A certificate of insurance.

Note: Please refer to the IWLA Bylaws for a more detailed description of the duties and responsibilities of chapters and state divisions. For the League’s litigation authorization form, contact the Administration Department at the National Office.

Federal Tax Laws

The League’s tax-exempt status allows the vast majority of our chapters, state divisions, and the national organization to raise money through tax-deductible contributions. Regardless of whether chapters or state divisions have their own tax-exempt status or fall under the national organization’s group exemption, it is critical that they understand and closely adhere to federal tax laws governing tax-exempt organizations.

Types of Exemptions — There are several types of federal tax exemptions, each of which has unique characteristics and imposes its own set of legal requirements. They include the following:

- 501(c)(3) Public Charity;
- 501(c)(3) Private Foundation
- 501(c)(4) Social Welfare Organization; and
- 501(c)(7) Social Club.

The vast majority of our chapters and state divisions are 501(c)(3) public charities (named after section 501(c)(3) of the federal tax code). The table below highlights some of the key features of four kinds of tax-exempt organizations.



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Types of Tax Exemptions

Type	Sources of Recognition	Notes
501(c)(3) public charity	<ul style="list-style-type: none"> ▪ IWLA group exemption ▪ Independent IRS application by the chapter or division 	<ul style="list-style-type: none"> ▪ Contributions eligible for tax deduction ▪ Activities must be conservation, education, or similar charitable work; other activities very limited ▪ Usually must demonstrate “public support”
501(c)(3) private foundation	<ul style="list-style-type: none"> ▪ Independent IRS application 	<ul style="list-style-type: none"> ▪ Contributions eligible for tax deduction (more limited) ▪ Activities must be conservation, education, or similar charitable work; other activities very limited (for example, no lobbying)
501(c)(4) social welfare organization	<ul style="list-style-type: none"> ▪ Independent IRS application 	<ul style="list-style-type: none"> ▪ Primary social welfare purpose ▪ Fewer activity restrictions
501(c)(7) social club	<ul style="list-style-type: none"> ▪ Independent IRS application 	<ul style="list-style-type: none"> ▪ Limits on revenue from non-members

To qualify and maintain its tax-exempt status as a 501(c)(3) public charity, an organization must be organized and operated for a tax-exempt purpose.

What It Takes to Be a 501(c)(3) Public Charity

To qualify and maintain its tax-exempt status as a 501(c)(3) public charity, an organization *must be organized and operated for a tax-exempt purpose*. This means that the charitable activities of a chapter or state division must constitute 85 percent of its overall activities.

Qualifiers — Activities that qualify as charitable include:

- Conservation;
- Education;
- Limited lobbying;
- Nonpartisan electoral activities;
- Support for allied charities (such as making chapter or division facilities available to other groups); and
- Business activities related to the organization’s charitable mission (such as collecting fees for holding gun safety classes).

Disqualifiers — Activities that do not qualify as charitable include:

- Business activities unrelated to the organization’s mission;
- Purely social activities;
- Private benefits to people or companies; and
- Partisan electoral activities.

Public Support — Most 501(c)(3)s must demonstrate a sufficient level of so-called “public support” to qualify as tax-exempt public charities. Basically, the law requires that the organization not receive too much of its support from a handful of big donors. Chapters and divisions operating under the IWLA group exemption must demonstrate that one-third of the organization’s total support is “public support.” Public support includes:

- General support from membership dues;
- Funds from government or other public charities;
- Funds from other donors; and
- Income from charitable activities (with limits).

Public support rules are complicated — more so than this summary suggests — but a good accountant can help you work through the calculations.

Restrictions and Limitations — A 501(c)(3) organization must strictly adhere to several important restrictions and limitations with respect to electoral politics, lobbying, and private inurement:

- Cannot participate in political campaigns on behalf of any candidate for public office;
- Cannot devote a “substantial part” of its activities to lobbying; and
- No part of its net earnings may inure to the benefit of any private shareholder or individual.



Most 501(c)(3)s must demonstrate a sufficient level of so-called “public support” to qualify as tax-exempt public charities.

As of 2008, all of our chapters and state divisions must file some version of the IRS Form 990, a federal tax return for non-profit organizations.

As a practical matter, this means that chapters and state divisions should stay clear of any engagement in electoral politics, engage in only very limited lobbying activities (equivalent to 5 percent or less of their annual budget), carefully track expenses associated with that activity to ensure they stay well within those limits, and closely monitor chapter transactions with individuals and other organizations.

IWLA Group Exemption

Some of our chapters and state divisions have successfully applied to the IRS directly for 501(c)(3) tax-exempt status. If you are interested in pursuing this option, you should consult a local tax attorney experienced in preparing such applications. A chapter or state division can also seek to be covered under the national organization's group exemption. Of our approximately 300 chapters and state divisions, roughly two-thirds are recognized as 501(c)(3) tax-exempt organizations under IWLA's group exemption.

Eligibility — To be covered under the IWLA's group exemption, a chapter must fill out a detailed *IWLA Chapter 501(c)(3) Verification Form* to help the League determine whether their activities are consistent with the national organization and meet the minimum thresholds for qualifying as a tax-exempt organization (see discussion above) under the League's group exemption.

Each fall, the national organization is required to submit to the IRS an updated list of chapters and state divisions that qualify under our group tax-exempt status, so this information must be updated annually.

Compliance — The national organization may conclude that your chapter is not eligible for tax-exempt status under the group exemption. For example, if a chapter does not respond to our request for information, if it is not spending sufficient time and resources on conservation and conservation-related education activities, or if the chapter is engaged in activities not covered by the group exemption, it may be denied tax-exempt status. If you are denied, please understand that the national organization must do so to fulfill its responsibilities to the IRS and to protect the tax-exempt status of the other chapters and state divisions that depend heavily on our group tax exemption.

Filing Federal Taxes

Form 990 — As of 2008, all of our chapters and state divisions must file some version of the IRS Form 990, a federal tax return for non-profit organizations. The gross revenues of the chapter or state division in a given year determine which form you must use. The IRS is changing these limits as it transitions to a new Form 990.

For the returns for 2008 (which are filed in 2009):

- Large chapters or state divisions with revenue above \$1,000,000, or assets worth more than \$2.5 million, must file the new Form 990.
- Chapters or state divisions less than that but with revenue above \$25,000 may file the simpler Form 990-EZ.
- Small chapters or state divisions with revenue below \$25,000 must file the very brief “e-postcard” Form 990-N (online at www.irs.gov).

For the returns for 2009 (which are filed in 2010):

- Chapters or state divisions with revenue above \$500,000 or assets worth more than \$1.25 million must file the Form 990.
- Chapters or state divisions less than that but with revenue above \$25,000 may file the simpler Form 990-EZ.
- Small chapters or state divisions with revenue below \$25,000 must file the online Form 990-N.

For returns for 2010 (and thereafter):

- Chapters or state divisions with revenue above \$200,000 or assets worth more than \$500,000 must file the Form 990.
- Chapters or state divisions less than that but with revenue above \$50,000 may file the simpler Form 990-EZ.
- Small chapters or state divisions with revenue below \$50,000 must file the online Form 990-N.

Copies of the Form 990 and 990EZ filed with the IRS must be made available to any individual or organization upon request. Copies can be either mailed to persons requesting them, or posted on an appropriate and publicly accessible Web site. Penalties for not adhering to this requirement can be substantial.

Form 990-T — If the chapter or state division has “unrelated business income” in excess of \$1,000, it must also file Form 990-T. Please consult your local tax advisor to determine whether any portion of your income qualifies as “unrelated business income.”

State and Local Tax Laws

State and Local Income Taxes — Chapters and state divisions must also comply with state and local tax laws. Note that exemption from federal income tax often does not automatically exempt a chapter from state or local income taxes. Since requirements vary from state to state, the chapter or

Chapters and state divisions must also comply with state and local tax laws.



With the proper IRS tax-exempt determination, a chapter also may be eligible for local property tax exemption.

state division should consult with a local tax advisor to determine whether you need to apply for state or local tax-exempt status or file state or local income tax returns.

State and Local Sales Taxes – Chapters or state divisions may qualify for an exemption from state and local sales taxes on the goods and services they purchase. In general, the organization must file a form with the state or local government to secure a sales tax exemption. Please check with your state and local tax authorities or your local tax advisor. Even if your chapter or state division receives a sales tax exemption on purchases, it may still need to collect sales taxes from purchasers of goods or services that it sells.

Property Tax Exemption – With the proper IRS tax-exempt determination, a chapter also may be eligible for local property tax exemption. Eligibility qualifications and application procedures will vary depending on state and local laws. Consult your county and state department of revenue for more information.

Other Laws

A number of other laws may apply to your chapter or state division. Please consult with your local attorney, since the following brief description is not intended to be comprehensive and many of these requirements will be specific to your state or local government. *It is the sole responsibility of your chapter or state division, as a separate and independent organization, to ensure that it complies with all applicable federal, state, and local laws.*

State Charitable Solicitation Registration – Most states require organizations that solicit funds from the public to register. Most of these states also require regular reports from the soliciting organizations. Some states have additional laws regulating “commercial co-ventures,” in which a business partners with a charity and provides the charity with a portion of the business’ sales.

Employment – Chapters with full or part-time employees are required to comply with federal, state, and local wage and hour laws; laws requiring employers to pay payroll taxes; workers’ compensation laws; and employment non-discrimination laws.

Environmental – Chapters that own property may trigger federal and state environmental laws. For example, shooting ranges may be subject to federal environmental laws as a result of lead shot used at the range.

Gaming — Along with the IRS, states and localities also regulate gaming activities. These activities include raffles, bingo, pull-tabs, and other gaming activities that chapters may use to raise funds.

Liquor — Chapters that sell or serve alcoholic beverages at functions may be required to comply with laws governing these activities. In addition, state law may make a chapter liable for providing alcohol to individuals who subsequently inflict damage on people or property.

Liability

As separate and independent entities, chapters and state divisions are responsible for managing their own affairs and can be sued and held accountable for their actions. For example, legal claims may arise as a result of personal injury, property damage, breach of contract, slander or libel, discrimination, employment, tax, or environmental claims. These types of claims can be very expensive to defend and damages can easily run into the hundreds of thousands, if not millions, of dollars. Each chapter and state division should *seek the advice of a local attorney on steps it can and should take to help avoid future liability.*

Risk Protection — Of course, the best option is to minimize the risk of a claim by complying with all local, state, and federal laws and regulations and adhering to best practices in managing all aspects of the chapter or state division, including its physical facilities, property, activities, and finances. This is especially important when it comes to potentially high-risk facilities like shooting ranges, or activities such as boating or swimming on open bodies of water, where the risk of personal injury is greater and the cost of an environmental cleanup could easily exceed \$1 million.

Incorporation — Incorporating and taking the steps necessary to maintain incorporated status is the chapter's or state division's responsibility. Many states require corporations to file regular reports to maintain corporate status. Failure to adhere to the rules of incorporation could result in the organization's directors and officers being held personally liable for claims not covered by insurance or the organization's assets. Note that the IWLA's Bylaws require our chapters and state divisions to submit proposed articles of incorporation when they first petition for charter and to furnish to the National Office updated copies on a regular basis.

Insurance — All chapters and state divisions should carry adequate insurance to cover any potential liabilities.

As separate and independent entities, chapters and state divisions are responsible for managing their own affairs and can be sued and held accountable for their actions.

Collecting and tracking chapter membership dues is very important because the income it generates for our chapters, state divisions, and the national organization is significant and represents a major portion of the annual revenues for each of these organizations.

Public Liability and Public Damage. The IWLA Bylaws require all chapters and state divisions to carry public liability and property damage insurance covering property owned, leased, rented, or used by them for their meetings or other activities. The insurance policy must be sufficient to cover any liability of the chapter or state division, and, in the case of chapters, include as additional insured parties their state division and the national organization. In addition, a chapter must provide a certificate of insurance listing the national organization and the appropriate state division as insured parties.

Other Insurance. Chapters and state divisions should consult an attorney and a local insurance agent to seek independent advice on whether any insurance policy is adequate to meet their individual needs and circumstances. For example, in addition to what the IWLA's Bylaws already require, a chapter or state division may determine that it needs directors and officers insurance (to cover claims against directors and officers), errors and omissions insurance (commonly referred to as bonds to cover financial risk or loss of chapter funds), worker's compensation insurance (to cover claims by employees injured on the job), or an umbrella policy (to cover unusually large damages).

Fund-Raising Strategies

Membership Dues

Collecting and tracking chapter membership dues is very important because the income it generates for our chapters, state divisions, and the national organization is significant and represents a major portion of the annual revenues for each of these organizations. Because the vast majority of our members renew their membership each year, dues are a relatively reliable and predictable source of income, making this part of the budget process fairly straightforward.

Responsibilities of Chapters — The IWLA Bylaws require that all chapters collect in one sum the total amount of membership dues established for the chapter, the national organization, and the state division, if one exists. The chapter is then required to send the national and state portions to the League's National Office within 30 days of receipt. Membership in the national organization and state division is a requirement for membership in a chapter.

Membership Renewals — To facilitate the collection of membership dues each fall for the following calendar year, the League's Membership Department sends renewal notices for current members to each chapter's

membership officer. In turn, the membership officer distributes renewal notices to individual members; collects dues for the chapter, national organization, and the state division; and sends a list of members who have renewed, along with the national and state portions of their dues, to the National Office, using special IWLA membership forms.

Recruiting New Members — In addition to the revenue generated by membership renewals, chapters and state divisions play a major role in recruiting and retaining new members. Unlike renewals, recruitment continues throughout the year. Each month, the chapter membership officer should send a list of members added in the previous month along with a check for the portion of the dues collected for the national organization and the state division, to the League’s National Office.

Although member recruitment and retention is the subject of a separate unit of the chapter manual, the national organization has developed and implemented a number of tools and techniques to help chapters and state divisions recruit and retain members. Please refer to Unit III — Membership Growth and Retention.

Grants

The League has long been the beneficiary of grants from various sources, including foundations, government agencies, and endowments. Subject to regulation by the Executive Board, chapters with a 501(c)(3) tax exemption status can also seek and receive such grants and donations.

Fund raising is 90 percent planning and 10 percent asking. Once you have an idea for your program or project, the planning begins. The planning process includes:

- Information gathering
- Assessing your resources
- Finding potential grantors
- Writing the proposal
- Grant reporting obligations

Information Gathering —

Project Background. Discuss your project with your chapter leaders or appropriate committee members. Has your chapter had experience working in this area? Does the project fall within the scope of the Izaak Walton League’s mission? Are the members of your chapter willing to support your project?



Chapters with a 501(c)(3) tax exemption status can also and should seek and receive grants and donations.



Potential Partners. Consult potential partners in your community. Does the project have the support of the community? Does the project respond to the needs of the community?

Coordinate Projects. Meet with the members of other organizations who coordinate similar projects. What are they doing? How does your project fit with these other group's efforts? Are there lessons to be learned from these groups so that you avoid repeating their mistakes?

Outline. Write a rough outline of your proposed project. Give the outline to your committee members for suggestions.

Assessing Your Resources — If you are ready to move forward with your project, review what resources you already have available. Does the chapter have people to perform the work? Do you have the equipment, appropriate location, facilities, and financial resources? If so, then you are all set to get started and do not need additional funding. If you do need funding, you'll need to start your search for potential grantors.

IRS Tax-Exempt Status. First, you will need to be prepared to answer the question about your chapter's IRS tax status — in other words, are you a 501(c)(3), tax-exempt organization? Some chapters have their own tax-exempt status, while others qualify under the League's national tax-exempt status.

You can call the Administration Department at the National Office if you do not know your chapter's status. This status will be important to individual donors who want to take a tax deduction. Moreover, many foundations or corporations will support only groups with certain tax-exempt designations such as 501(c)(3).

Fiscal Sponsor. Second, some grantors may want a more rigorous financial accounting of how their grants are used. If your chapter cannot meet their standards, they may be willing to send a grant for your project to another charitable organization — a “fiscal sponsor” — that your chapter has chosen and that will be responsible to the grantor that you will use the grant properly.

You should be ready to respond to this issue and seek out a colleague group or a community foundation that is willing to serve as your fiscal sponsor. Be sure to obtain an agreement with that fiscal sponsor. If the fiscal sponsor requires a management fee, you will want to include that in your project budget.

Finding Potential Grantors — Grants from corporations, foundations, and government agencies are important sources of funding, even though they represent only a small piece of the charitable giving pie. After you have decided which sources of funding best lend themselves to your project, you can start your research. For example, if you are seeking support for a

public event, the corporate sector might be the best place to start. They will appreciate any publicity generated by the event.

Like-minded national organizations may have some grant dollars for your chapter's conservation efforts and outdoor activities. You will need to talk with them to determine the prospects for funding and then follow their procedures and submit the proper paperwork.

IWLA Endowment. One grant source closer to home, the IWLA Endowment, Inc., was established in 1943 as a special purpose foundation that provides grants for IWLA chapter, division, and national-level conservation projects. To request a grant application or other information about the Endowment, contact the Endowment executive secretary, or visit the Web site at www.iwlaendowment.org. Specific details are found in the *IWLA National Directory*.

Conservation Organizations. Outside groups, such as the NRA Foundation and Wildlife Forever, also award grants. Some League chapters partner with local chapters of the National Wild Turkey Federation, Pheasants Forever, Ducks Unlimited, and Whitetails Unlimited and receive funding through them.

Researching Tips. There are many ways to research what entities are making grants. Here are a few examples of where to look.

Library. Libraries carry many useful reference books, such as directories of grantors in your state, *The Foundation Directory*, which lists foundations and corporate giving programs, and *Standard & Poors*, a compilation of corporate information.

The Internet. Internet search engines like Google Yahoo!, Microsoft Live Search, or Ask can lead you to a wealth of information on grants and grant-making organizations. Also, Guidestar.org lists thousands of foundations as well as non-profits. Federal, state, and local governments also provide grants for various conservation activities. Other like-minded groups often list their donors in their annual report. Review their report online or call and ask for a copy from the organization.

You may also want to subscribe to local "listservs" of like-minded groups that pass along funding information via email. Yet another source of grant information can be found in Appendix C, under "Grant Information Sources — Where to Look for Information."

Grants from corporations, foundations, and government agencies are important sources of funding, even though they represent only a small piece of the charitable giving pie.

Influentials are people who know who's doing what in your community. They could be your neighbors, the barber, or the town politician.

Word-of-Mouth. Don't underestimate the opportunities that arise as a result of word-of-mouth. If you let friends, neighbors, and business associates know you are seeking support, they may provide you with leads to excellent sources of funding.

Local Influentials. Influentials are people who know who's doing what in your community. They could be your neighbors, the barber, or the town politician. In each community someone can provide you with information on potential sources of support. The key to winning grants and support from small foundations and businesses is knowing the right people: trustees, directors, managers, or employees.

You may want to develop a prospect worksheet to stay organized and highlight your best prospects. Then you can decide which ones to approach first based on access, upcoming deadlines, or the complexity of their application process.

Pay particular attention to how they want to be approached. For example, do they encourage telephone calls to discuss whether your project would be of interest to them? Do they prefer a short letter of inquiry before submitting a proposal? Also, take note of the grantors who specifically say they do not accept unsolicited proposals.

Having some form of contact (in person, telephone, email, letter of inquiry) with the grantor prior to submitting a proposal is recommended. A sample worksheet is included at the end of this manual under Appendix D; a sample prospect profile from the Foundation Center is also included under Appendix E.

Writing the Proposal — Once a grantor has invited a proposal, they will provide a list of what information they expect to see in your proposal. They may also outline the format and page length. *Always follow their instructions.* Their staff resources may be just as limited as yours, and they receive many proposals to review. If you do not provide what they ask for, your proposal may not be considered. And always meet a grantor's submission deadline; most grantors simply refuse to consider late proposals.

The key to success is demonstrating how your project fits the granting organization's and their trustees' interests.

The basic elements of a proposal and possible section lengths are as follows:

- Cover Letter 1-2 pages
- Executive Summary 1-2 paragraphs
- IWLA background 1-3 paragraphs

- Statement of Need 1-2 pages
- Goals/Objectives bulleted
- Methodology 1-2 pages
- Evaluation 1 page
- Budget 1 page
- Attachments optional

Cover Letter. The cover letter should be addressed to your contact at the granting organization — not “Dear Sir” or “To whom it may concern.” It should summarize your proposal — the problem, the project you are proposing, and what it will accomplish. And it should contain the amount you are requesting, preferably within the first few sentences. These components are important because, in some cases, the cover letter is the only thing the trustees see. You should also provide some brief background on your organization for those trustees who aren’t familiar with it. If the grantor has never heard of the League, provide a sentence or two introducing the organization.

Executive Summary. Your executive summary should be a brief summary of the project; in most cases, it should be short enough to fit on a single page. You should make clear what problem you are addressing and how your chapter’s plan will really make a difference. For example, are you working on degraded streambanks or removing invasive species from a public park? Why is that important? How are you going to improve the situation? Who or what will benefit?

League’s Background. When writing about the League, talk about how your chapter is carrying out our conservation and outdoor recreation mission. Describe the programs your chapter conducts that benefit the community. List some of the League’s national successes as well as those of your chapter. This section should be brief, but it should make the grantor feel that your chapter has vision and the ability to execute the project.

Statement of Need. This section should help the grantor understand the magnitude of the need and why it’s important for your community to address the problem. You can add supportive statistics or references to strengthen the statement. Your statement should lead into how your chapter can reduce the impact of the problem or solve it. Grantors also like pilot projects that can be replicated elsewhere, because it means their funding will have an even greater impact.

Goals and Objectives. This section should make clear — in quantifiable terms — what you hope to accomplish: how many linear feet of streambank



The key to success is demonstrating how your project fits the granting organization’s and their trustees’ interests.



A grantor may ask if you have already raised a portion of the funds and who else you are approaching for support.

restored, degree of improvement in water quality, how many children educated through workshops, or the passage of a conservation referendum or legislation.

Methodology. The procedures or methodology section of the proposal tells the grantor how you will execute your project. If the project continues over the course of a year or more, you can add a month-by-month accounting of what will be done to reach the outcome or goals. Your description will show the grantor that you have a well-constructed idea that can be accomplished in the given timeframe.

Evaluation. You will also need to detail a plan for evaluating the success of your project. To what degree did you meet your objectives or desired results? Will you analyze quantitative measurements, such as how many linear feet of a stream were restored? Or, will you use qualitative measures, such as whether you helped groups or individuals increase their knowledge about a subject like water quality monitoring or the proper techniques for cleaning their boating equipment to reduce the spread of aquatic invasive species? You should describe how those measurements will be taken, which could entail a survey of participants or incremental improvements in water quality over time.

Budget. Your budget should be realistic; large enough to accomplish the project, but not excessive. The budget should attempt to show all your expenses. You should also make clear to the grantor whether they are funding the entire project or a percentage of it. A grantor may ask if you have already raised a portion of the funds and who else you are approaching for support. In some cases, the grantor may want to see a budget that provides a separate column showing what expenses their funds may cover.

Note: Consider putting a dollar value to all the volunteer hours involved. Your budget should also include any in-kind volunteer manpower or other chapter funds that will help defray the costs. According to the Independent Sector's last *Giving and Volunteering Survey*, the value of a volunteer hour is \$19.51 (rate for 2007, updated annually). Independent Sector used the average wage of non-management, non-agricultural workers to determine the value of the volunteer hour. You can visit The U.S. Bureau of Labor Statistics at <http://www.bls.gov/bls/blswage.htm> to determine the value of a specialized skill. This site offers a breakdown of hourly wages by occupation.

When a professional — such as a doctor, lawyer, or anyone with a specialized skill volunteers — the value of that work is based on the volunteer activity, not the individual's earning power. For example, a physician who is picking up litter is not performing his or her specialized skill for your chapter. Therefore, you should use the rate shown above.

Attachments. The last section of your proposal may be addenda, attachments, or exhibits. These can include any materials that support your request, including background on who is carrying out the work, such as project leaders, partner organizations, staff or consultants; press clips from similar projects you have carried out in the past; or other supporting documents.

Follow-up to a Submitted Proposal — Your prospect research may tell you how long it will take a grantor to notify you about your request. Sometimes, you can surmise the time frame based on their schedule of board meetings.

If you don't have a relationship with the grantor staff and you didn't call them on the front-end of your research, it's a good idea to call them to make sure they received your proposal. This will give you the opportunity to make contact more personally.

If the time between their receiving your proposal and making their decision is long, consider sending them an update on what your chapter is doing or how your fund-raising efforts are going.

If Your Proposal Is Rejected — If the grantor rejects your proposal and their letter does not give you a specific reason, consider calling them. Their feedback may tell you if there are flaws in your proposal or project that other grantors may react to. It can also give you the opportunity to ask whether you can resubmit your request in the future.

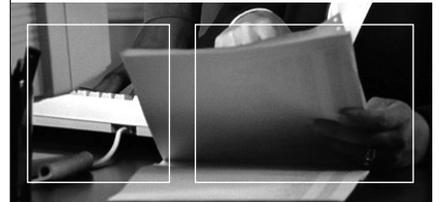
Grantors may also have some ideas on other sources of funding if they liked your project but had too many other good projects during that grant cycle. Your chapter can also keep the grantor on a list to invite to future chapter activities or events. This is a way to continue to cultivate a relationship with a promising donor.

Grant Reporting Obligations — You have a grant: now what?

If the grantor sends you a grant agreement or letter, *read it carefully*. What are their reporting requirements? Is there anything in the agreement that you do not understand or don't think you can accommodate? If everything looks good, send your thank you letter and sign any forms they asked to be returned.

Set up a reminder system so you know when to send the required reports. Be sure at the outset that you can depend on someone to handle the financial reporting, clearly detailing how the grant funds were spent. The financial report should closely mirror what your budget stated.

If there's an event related to the project, invite the grantor to it. Always keep grantors informed and keep copies of positive press. Cultivate and



Always keep grantors informed and keep copies of positive press.

recognize their support in other ways, if possible, through a press release, your newsletter, or appropriate signage like a banner. Some donors will choose to remain anonymous, so it is a good idea to ask about their preferences with regard to publicity.

Donations and Gifts

Gifts and donations from individuals are the bread and butter of grassroots fund raising. Yet most chapters overlook the potential benefits of asking League members and others in the community for contributions. Did you know that individuals provide 83 percent of all charitable giving in the United States? That percentage translates into billions of dollars nationwide; it also indicates an opportunity for your chapter.

You can attract cash donations by: sending an appeal to your members or a direct-mail package to a group of like-minded people in your community; placing an advertisement in a local business' window; providing a donation box at a business; having a donations page on your Web site, or listing your chapter with another vendor that provides this service to non-profits for a fee, such as: www.networkforgood.org.

Another way your chapter can attract donations above dues is to create a gift club with graduated giving levels, such as \$100, \$250, \$500. The club provides a systematic method of requesting annual donations and building relationships with special donors, as in the case of IWLA National's Partners in Outdoor America's Future recognition club.

You may also want to arrange a personal meeting with a potential major donor whom you think could provide a larger gift. Your chapter leaders or fund-raising committee can prepare a list of names noting the following information:

- Does this member or potential donor have a special interest in conservation or the chapter?
- Do you know if this person has made significant donations to other like-minded groups?
- Who is the best person to approach this member or potential donor?

Once you have your list and solicitation team chosen, you can decide on your approach to the donor: calling to arrange a meeting; sending a letter to request the meeting; or inviting the individual to a small group gathering on your chapter's special project. You should have all your facts on the project ready to present. You might present the project details in the form of a printed booklet, a slide presentation (or PowerPoint), a proposal, or a verbal description and site visit.

*Gifts and donations
from individuals
are the bread and
butter of grassroots
fund raising.*

The corporate community is another source of donations. While they represent only about 4 percent of the charitable giving pie in the United States, they should not be ignored for funding opportunities. Your town probably has local businesses who would like to sponsor an event or have co-signage at a project site. The process for generating corporate donations is similar to those outlined in the grants section.

Types of Donations — There are many types of donations beyond cash.

- **In-kind.** Donations of goods or services, such as equipment or personal time, are considered “in-kind donations.”
- **Tangible Personal Property.** Art, furniture, cars, antique guns, and stamps have monetary value that can be used to further your cause. Some of these items can be considered “in-kind” donations.
- **Marketable Securities.** Some individuals choose to donate stocks and closely held securities.
- **Real Estate/Land.** Before accepting a real estate donation, keep in mind two important factors that could cost you in the long run: environmental liability and the cost of maintaining and selling the property.
- **Estate Planning.** These gifts include bequests (a person leaves you money or tangible property through their will), charitable gift annuities, charitable remainder trusts, pooled income funds, life insurance, and retirement plan beneficiary designations. The National Office has many special brochures that describe these various types of donations in detail. Planned gifts, by definition, are those that require the assistance of a professional advisor to complete. If you have a member who is interested in making such a gift, a tax advisor or other financial professional should be consulted before completing the gift.
- **Cause-Related Marketing Ventures.** In this type of venture, a business may decide, for example, that it wants to co-brand with the League. It might offer to run a promotion that provides a royalty to your chapter on something it sells. Article 15 of the League’s Bylaws governs these types of arrangements and states that any League entity must have prior approval of the Executive Board. (It is also important to note that many states have special laws governing these types of arrangements.)
- **Corporate Sponsorships.** This is another arrangement that chapters should venture into carefully, since it links the company name with the League’s name. If the company shares the League’s values and goals, it could be a good match for both entities. If the company seeks to

The corporate community is another source of donations.

link their sponsorship to the League for purposes of “green-washing” or appearing to be environmentally sensitive when they are not, you should reconsider their offer. And there is an additional reason to treat this type of relationship carefully; done incorrectly, corporate sponsorship can lead to a chapter having to pay “unrelated business income tax.”

Considerations — There are three policy areas that you will want to consider as you seek and manage your donations and grants:

IRS. The IRS asks charities to account for donations in special ways and to provide donors with all the necessary information so they may take a tax-deduction. If you visit www.irs.gov, you can download two helpful publications: 1) IRS Publication 1771 – *Charitable Contributions: Substantiation and Disclosure Requirements*; and 2) IRS Publication 526 – *Charitable Contributions*.

Gift Acceptance Policies. Your chapter may want to develop policies regarding what kinds of gifts you will accept and how they will be handled (gift administration). Having gift acceptance policies will help your chapter avoid costly mistakes and maintain a level of consistency that donors will appreciate. You can find many examples of gift acceptance policies on the Internet.

League Bylaws. Under Article 15 of the League’s Bylaws, solicitation of contributions to or from the League, including any division or chapter, are subject to regulation by the Executive Board.

Donor Recognition — In recent years, the trend in fund raising has been to move away from expensive recognition benefits such as plaques, artwork, or other items. Why? Because more and more, donors are asking that you devote the full amount of their donation to the project. Their commitment is to the success of your chapter and its conservation mission.

With this mind, what should you do for your donors? Consider:

- Promptly sending them a personalized, thank you letter that is signed by one of the chapter officers (be sure to properly substantiate their donation per the IRS).
- Keeping them updated on how their donation is making a difference. The more measurable results you can convey, the better. This communication can be by letter, phone call, or a visit.
- Sending invitations to special “appreciation” or “awards” functions or events your chapter may hold.
- Seeking their advice in areas they may be knowledgeable about.

The IRS asks charities to account for donations in special ways and to provide donors with all the necessary information so they may take a tax-deduction.

- Tailoring your recognition to that person or corporation.
- Acknowledging them in chapter publications; if you publish a list, be sure to ask permission and spell the names correctly.
- Providing photos and testimonials that are unique to your chapter and that relate to the project that your donor has funded.

Appropriate, consistent communication is the key to maintaining a strong relationship with members and donors.

Other Fund-Raising Options

While grants are probably the most under-utilized source of funding for chapters, and membership dues and donations are more typical, there are many other commonly used fund-raising options. They include:

- Games of Chance
- Auctions
- Food Sales
- Recycling
- Shows and Events
- Sale Items
- Facility Rentals
- Meal Functions
- Natural Resources

Games of Chance — Games of chance have long been a mainstay of League chapters. Popular games of chance at chapters include raffles, pull tabs, bingo and casino nights, and the ever-popular 50-50 cash drawings — usually conducted at membership meetings. Chapter prizes typically include outdoor recreation items, such as fishing tackle, camping gear, and watercraft.

Raffles. Many chapters sell tickets to win guns and cash. For example, some chapters offer 30 prizes for 30-day drawings, sometimes with as much as a \$20 to \$30 price tag per ticket. IWLA Life Membership also makes a great raffle prize; it's worth \$500 and the winner will never pay national dues again.

Be advised that certain restrictions do exist for raffles and may vary from state to state; local ordinances may also apply. The U.S. Postal Service has further restrictions on how to mail raffle ticket solicitations. Consult IRS regulations to ensure that you can conduct these types of fund raisers



There are many other commonly used fund-raising options.

without jeopardizing your chapter's 501(c)(3) nonprofit status. Depending on the location, firearms used as prizes may be subject to varying regulations and limitations on display and handling. In addition, the distribution of these prizes will have to be processed through a firearms dealer with a Federal Firearm License (FFL).

Auctions — At these fun events, auction items can include donations from chapter members, friends of the League, and special contributors, including local businesses that donate products and services. Some of the more popular items include hunting, fishing, and camping gear, and wildlife art — usually all donated by chapter members.

You may be able to persuade a local auctioneer to donate, or charge a reduced rate for, his or her services. Whether live (with an auctioneer and spotters) or silent (with the use of timed bid sheets), an auction may be best held as part of a larger chapter gathering or dinner. If held in conjunction with a chapter annual event where members bring non-member guests, auctions provide a great opportunity for members to celebrate the year's accomplishments and to introduce potential new members to the League.

Food Sales — If a chapter clubhouse has a big kitchen, or the chapter can access such a kitchen, it could provide easy ways to generate revenue. Pies and other sweet treats are popular fund-raising food items. So is bread stuffing for Thanksgiving and submarine sandwiches or hoagies.

Any food sales operation requires a fair number of reliable volunteers to prepare, package, and distribute the goodies. It pays to have a marketing plan in place and locate potential retail outlets (restaurants, grocery stores, gift shops) by bringing along samples for them to taste. Be advised that certain food preparation and sales laws may exist and may vary from state to state; local sanitation ordinances may also apply.

Recycling — Government recycling programs are lacking in many local communities, leaving a void for a League chapter to fill. If you do it right, you can make money while providing a community service. Some recyclables, like paper and aluminum, have a lucrative cash market and could serve as a major funding source for your community conservation work.

Other items, whether donated or found, can be refurbished and sold. Several chapters maintain a base of operations for recycling old unwanted consumer goods. These chapter members resell used, but very usable, furniture, appliances, books, toys, clothing, and other knick-knacks that they have salvaged from a local landfill.

Some chapters with shooting facilities recycle fallen bullet brass and mined, spent lead shot from trap and skeet fields and bullets from gun range impact

berms. Some even collect and resell used empty shotgun shell hulls for reloaders. Both can be very profitable ventures.

Shows and Events — It's one thing to be an active exhibitor at community festivals, flower and garden shows, hunting and fishing expos, and other outreach events. It's quite another to host your own.

Although time consuming, holding events that entail renting booth spaces to exhibitors selling outdoor products or services can be lucrative. Still, promoting such shows can be expensive, so consider cosponsoring the event with the local media, an established show promoter, or your state fish and wildlife agency.

Sales Items — Along with items made and resold such as ball caps, tee shirts and other IWLA novelties, product sales of manufactured and seasonal items made by chapter volunteers have long supported many League chapters. With small investments in raw materials and labor, chapters can earn significant amounts of money. Popular items like birdhouses and bat boxes sell well, not only to a chapter's members, but to the community, through local feed and hardware stores, or at nature park gift stores.

Wood duck nesting boxes and bird feeders are also popular items, as are seasonal items. Several chapters make and sell Christmas wreaths to raise funds. But unless you have the manpower to sell these items, take orders in advance or sell them at wholesale prices to local garden centers or other businesses.

Be sure to put the League's logo with your chapter's name, and, if applicable, your chapter's Web site, on the products you sell, identifying the work that your chapter does for the community. This way the buyers know the source of the product and might be encouraged to support your cause with a repeat purchase or, better yet, by becoming a member.

Facility Rentals — Many League chapters acquire grounds. Next, they build a clubhouse to conduct chapter business, membership meetings, and educational events. Some of the chapter houses have kitchens, bathrooms, and even dining halls. All of these things make the facility very attractive to outsiders who are looking for a good place to hold a wedding reception, birthday party, family reunion, or other event. And often, groups are willing to pay to use these facilities for a day. Other conservation groups, such as Ducks Unlimited and the National Wild Turkey Federation, rent League facilities to hold their meetings, fund-raising banquets, and auctions.

Facility rentals do involve more bookkeeping for tax purposes and an understanding of zoning obligations, regulatory permits, and other health

Along with items made and resold such as ball caps, tee shirts and other IWLA novelties, product sales of manufactured and seasonal items made by chapter volunteers have long supported many League chapters.



Chapters that hold property may also have natural resources that could be used to raise money.

and safety concerns. In some cases, these rentals may require you to hire part-time employees, such as managers, cleaners, cooks, bartenders, and wait staff.

Meal Functions — Chapters with access to a kitchen or an outdoor barbeque pavilion can host banquets for members, their families, and invited guests to raise funds and attract new members. Given our members' interest in hunting and fishing, such banquets are a great excuse to serve up wild game. Be aware, however, that certain state fish and wildlife agency regulations may limit the selling of wild game for consumption.

In addition to wild game banquets, chapters host shrimp boils, oyster and bull feasts, fish fries, corn roasts, and even Super Bowl parties with great success. In addition to the revenue that these dinners generate, they allow guests to see and learn about the League's work in their community.

Natural Resources — Chapters that hold property may also have natural resources that could be used to raise money. One practice is renting agricultural cropland. Some chapters with tillable acreage lease it to area farmers to grow crops. Others have placed their acreage into a permanent conservation easement with the county or state.

Some chapters manage their standing timberlands for saw logs, pulpwood, firewood, and Christmas trees as part of their state forestry department's Forest Stewardship Program. Others participate in the American Tree Farm System (ATFS), a national program that promotes sustaining a thriving forestland for clean water, healthy wildlife habitat, and recreational opportunities — all while harvesting forest products for the funds. Seek the advice of the state forestry agency forester or a consulting forester to ensure you are managing the chapter's resources carefully.

The federal government has several programs that provide not only technical but financial assistance to landowners interested in restoring or conserving wetlands or creating wildlife habitat on croplands on their property. These include the Wetland Reserve Program, Conservation Reserve Program, and Wildlife Habitat Incentives Program, all part of the Farm Bill. Eligible properties receive cost-share grants for such restoration efforts. Contact your local Natural Resources Conservation Service (NRCS) office for more information.



UNIT III:

MEMBERSHIP GROWTH AND RETENTION

UNIT III:

MEMBERSHIP GROWTH AND RETENTION



SUMMARY — Recruiting and retaining members at all levels of the League — local, state, and national — is vitally important. This unit offers a variety of techniques to help your chapter or state division in promoting, recruiting, upgrading, and retaining members.

Under the League Bylaws, membership is open to any person who supports the goals and polices of the League. Consequently, membership in the League should be extended to *all* who subscribe to the League’s conservation mission. As we know, conservation progress is brought about through democratic determination and a united effort by the members. The more members the League attracts, the stronger our conservation efforts will be.

Membership Basics

While we are all responsible for recruiting and engaging members, those holding specific membership duties should become familiar with the League’s terminology and procedures. Understanding these basics will help you move efficiently through the process for renewing current members, giving you more time to focus on recruitment.

As you recruit new members, don’t forget to let them know that their dues give them access to more than just the benefits of your local chapter. As chapter members they are part of a national organization that provides a broad network of resources and expertise as well as quality publications. While their local membership provides them opportunities for sharing ideas and problem-solving within the community.

Membership Types — An individual can join the League either by becoming a member of a local chapter or by becoming a member-at-large.

Chapter. The chapter system is the backbone of the League’s membership and comprises over 90 percent of our members. In addition to contributing dues, chapter members develop and participate in many valuable on-the-ground conservation public service projects, and they help guide the work of our chapters, state divisions, and the national organization. The chapter membership year runs from January 1 through December 31. A pro-rated half-

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year membership is available from July 1 through December for new members. Renewing members must pay for a full year.

Member-at-Large. Members-at-large choose not to be part of a local chapter; they may lack the time to participate in their local chapter, or they may not live near a League chapter. As a result, members-at-large do not have local chapter privileges, such as access to chapter grounds. Although members-at-large make up a relatively small portion of the League's total membership, their membership support and voice still plays an important role in advancing our conservation mission. A member-at-large may become a chapter member by paying applicable annual chapter and state division dues in addition to national dues.

Dues Levels — A chapter membership payment includes three levels: chapter dues, national dues, and, if one exists, division dues.

Chapter. All chapter members pay local dues. These rates will vary, not only according to membership type, but also from chapter to chapter. Local dues rates are established by the chapter.

Division. If a chapter is located in a state with a state division, the chapter member must also pay dues to his or her state division. Division dues rates are established by each state, and, like chapter dues, will vary depending on membership type and state.

National. All chapter members and members-at-large pay national dues. National dues will vary depending on membership type. The dues for chapter members are set by the national Board of Directors, subject to a majority vote of the chapter delegates at the national convention. The national Executive Board establishes the national dues rates for members-at-large.

Membership Classifications — League chapters offer several classes of membership as provided for in Article 4 of the League's Bylaws. Chapters should offer all four classes of membership to their new and renewing members.

Individual. Individual membership entails a single membership for an adult. One membership card is issued. The member carries one vote, with chapter privileges determined by the chapter. The membership database and report forms use the code: RG.

Family. This membership category is for one or two adults and their dependents (up to age 17) living in the same household. Each family member is issued a membership card, and each adult member is

entitled to one vote. Chapter privileges are determined by the chapter. The membership database and report forms use the code: FM.

Student. This membership is for full-time students, 18 to 21 years old. A full-time undergraduate student over age 21 may also be considered a student member. The student's full-time status is determined by an official transcript from a high school, trade school, college, or university. The member receives one membership card and is entitled to one vote. Chapter privileges are determined by the chapter. The membership database and report forms use the code: ST.

Youth. This membership category is for persons 17 and younger. Youth members receive one membership card but are *not entitled* a vote, except at a recognized youth chapter meeting. Privileges are determined by the chapter and may be limited. The membership database and report forms use the code: YH.

Others. Individual, family, student, and youth memberships are also available to members-at large. Members-at-large also have three additional membership classes: Supporting (SU), Master (MA), and Corporate (CO). The first two classifications are considered individual memberships with a contributory level higher than the others; each receives one membership card. The third classification is open only to corporations.

Life Memberships — Any eligible individual, family, student, or youth member (whether a chapter or at-large member) may upgrade by becoming a Life Member or Life Benefactor with a designated single payment to the National Office. Family level life memberships are also available, so any eligible family members may also upgrade by becoming a Family Life Member or Family Life Benefactor. The national Executive Board determines the dues rates.

Payment plans are available, but the member does not attain Life or Life Benefactor status until he or she pays the full amount. Members are exempt, however, from paying additional national dues while participating in a payment plan.

When an individual becomes a Life Member or Life Benefactor, he or she no longer has to pay national dues. In addition, lifetime membership exemptions (either Life Member or Life Benefactor) cover all national dues for those holding multiple chapter memberships. A chapter member with a lifetime membership exemption is still obligated to pay applicable division and chapter dues. (Some chapters and divisions may offer state and local life memberships, and rates will vary.)



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Each chapter should designate one person who is responsible for overseeing membership renewals and recruitment.

Life Member. Benefits include a lifetime subscription to *Outdoor America* magazine, a personalized certificate, a special pin, decal, and patch. Life Member status is available to an individual member; Family Life Member status is available to two adult individuals living in the same household. Membership database and report forms use the codes: LF and FL, respectively.

Life Benefactor. Benefits include a lifetime subscription to *Outdoor America* magazine, a special pin, decal, an engraved wooden plaque, a mountain parka, and a copy of the League's history, *Born with Fists Doubled*. A Life Benefactor will also receive a copy of the *IWLA Annual Report*. Life Benefactor status is available to an individual member; Family Life Benefactor status is available to two adult individuals living in the same household. Membership database and report forms use the codes: LB and FB, respectively.

Chapter Membership Positions and Responsibilities

Each chapter should designate one person who is responsible for overseeing membership renewals and recruitment. Whatever their chapter title — membership dues recipient, membership committee chair, membership secretary, or vice president for membership — their role in handling renewals, new member inquiries, and recruiting new members is one of the most important in the League. This person should *not* handle all membership matters alone: instead, he or she should lead a supporting membership committee.

Membership Committee — These volunteers provide invaluable assistance to the chapter by: helping with mailings of renewal and/or membership cards; recruiting new members; distributing posters and brochures throughout the community; attending other civic groups' meetings to speak about League membership, and helping to orient new members. Membership committees may want to designate a leader for marketing to potential new members. This position is often referred to as the chapter's membership marketing chair.

Membership Dues Recipient — The chapter membership officer, commonly referred to as the membership dues recipient or MDR, is responsible for overseeing the day-to-day operation of the chapter's membership program. This includes responsibility for maintaining accurate, up-to-date, and complete membership records for all new and renewing members. Described below are the main duties of this important volunteer position.

Processing and Fulfillment. An MDR should maintain a file, either electronic or hard copy, of both new and renewed members. Each year

the MDR will use the computer printout or roster furnished by the National Office with the billing materials to validate the current members. Discrepancies on current year's memberships should be reconciled with the National Office immediately.

The chapter billing roster can be used to record payments from renewals and new members. The MDR can record next to each person's name the amount of the payment received, the date it was received, and who's sponsoring the new member, if applicable. Sponsor names are used to determine membership recognition awards and aid in acquiring renewals in future years.

It is extremely important that dues payments be sent to the National Office soon after they are received to prevent any lapse in membership or delays in processing of member credentials. Once membership payments are received at the National Office, the MDR will be sent corresponding membership cards to distribute to the respective paid members.

Membership Tools

The National Office provides membership support, marketing materials, and transmittal forms to help chapters manage and grow their membership. Many are supplied annually; others are available upon request as needed.

Support Materials –

- **MDR 101 Handbook.** This chapter membership officer's manual and accompanying CD-ROM is a must-read for chapter membership volunteers. It supplies the most current step-by-step directions on the billing system, including important deadlines and responsibilities. As membership responsibilities shift to new volunteers within a chapter, this manual should always be passed on to the new officers.
- **Chapter membership application forms.** Chapters may use these generic application forms to sign up new members. The form includes a detachable membership dues receipt.
- **Temporary membership card.** A temporary membership card may be issued to a newly recruited chapter member. This membership card is valid for 60 days, or until the member receives a permanent, numbered membership card prepared by the National Office.
- **Chapter roster.** This computerized list generates two types of reports: a list of active, paid chapter members, or a list including both expired and paid members. Membership officers should review this roster carefully, since it contains important functional details like

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Membership cards are issued after the National Office receives the paperwork and member's payment from the chapter.

name, address, phone, and e-mail, join date, membership type, and membership expiration date.

- **Dues statement or renewal notice.** This four-part invoice is prepared for each soon-to-expire member. It contains details on the total amount due (combining national, division, if applicable, and chapter dues). In September, the chapter MDR will receive a set of dues statements to include in the first renewal package. The MDR will receive a similar set of dues statements in a second renewal package by mid-December. An optional third renewal notice is available for chapters upon request; that package is sent to members in late February or early March.
- **Membership card.** The National Office supplies membership cards for paid members. Membership cards are issued after the National Office receives the paperwork and member's payment from the chapter's MDR. The card's cover design changes annually. This approach is consistent with our Bylaws under Article 4, which state that no member of a local chapter or division shall be considered a member in good standing or be entitled to credentials bearing the name of the Izaak Walton League unless and until that member's current national dues have been paid. In addition, the Bylaws provide that only a member whose dues are paid is an active member, entitled to IWLA credentials.
- **Member decal and pin.** Official League member decals are forwarded with the membership cards to the MDR. Additional quantities are available for purchase to accommodate other chapter needs. Member pins are also available for purchase from the National Office. Chapters receive these pins at very near cost if they purchase them in bulk. For more information, call toll-free (800) IKE-LINE (453-5463).
- **Billing envelopes.** A sufficient supply of window envelopes will be shipped to each chapter for mailing dues statements, membership cards, and member decals. The chapter will need to add postage and a return address to all envelopes. We suggest adding a line to the return address information to request address correction services from the post office so the chapter can be easily notified of bad or updated addresses. This service carries an additional fee, but it may save on postage costs in the long run. Chapters will receive additional billing envelopes with the second and optional third billings (indicating "second" and "final" notice, respectively).
- **Tally sheet.** This three-part transmittal form is designed for monthly membership accounting and processing. The form provides the chapter with a copy for its files in addition to the copies for the National and

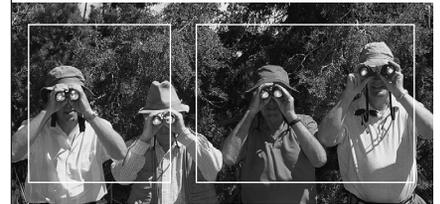
division offices. To ensure prompt processing of members, chapters should send tally sheets along with new member report forms and renewals to the National Office every month, preferably twice a month. The League's Bylaws require each chapter to remit the national and state portions of the dues they collect to the National Office within 30 days of receipt from the member.

- **New member report form.** Designed for monthly membership processing, this transmittal form gives the MDR a tool to list new member information: name, membership class joined, address, telephone, e-mail, and sponsor.
- **Change of name/address/telephone number/e-mail form.** This transmittal form is used to update personal membership records. It is important that this form be submitted with available information changes as soon as possible so that members do not miss receiving their copies of *Outdoor America* or other League communications.
- **IWLA membership business-reply envelope.** The National Office provides chapters with postage-paid reply envelopes to make it easy to mail membership transmittal forms (tally sheets, new member report forms, and change of name/address/telephone number/e-mail form) along with dues payments to the National Office at no cost to the chapter.
- **Welcome letter.** Also available from the National Office upon request is a "welcome new chapter member" letter from the League's executive director outlining some of the benefits of membership.
- **New member postcard.** Upon joining, all new chapter members will receive a postcard directly from the National Office welcoming them to the League and offering them information about specific areas of interest to them.

Note: In this fast-paced society, the use of e-mails greatly expedites communications between League staff, leaders and members. It is, therefore, equally important to gather and transmit members' current e-mail addresses using these forms (e.g., new member report and change of name/address/telephone number/e-mail).

Member Marketing Materials —

- **Chapter brochure template and stock.** Full-color brochure stock is available, along with instructions and templates, for a chapter to custom design and over-print its own tri-fold membership brochure. A reasonable supply of blank chapter brochures are available free of charge for a chapter's use. Refer to Appendix F to see a sample blank chapter brochure.



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The League has put together a number of well-tested and proven techniques to increase your chapter's membership and suggested activities for your membership committee.

- **Camera-ready advertisements.** Promoting a variety of League memberships, these advertisements can be used in a chapter newsletter, on its Web site, or for local newspaper advertising efforts.
- **Chapter Web site templates.** As a free service to chapters, the National Office offers templates that allow a chapter to establish and maintain its own Web site. Chapter Web sites facilitate communication with members and the wider conservation community in their areas. For the chapter Web page registration form and design template specifics, refer to Appendix G.
- **IWLA fact sheets.** The League has created a series of one-page fact sheets that describe our mission, achievements, programs, and goals. Chapters are encouraged to use these fact sheets to help educate new members and during public events for people interested in learning more about the League. Refer to Appendix H for the IWLA Fact Sheets order form.
- **Bulk quantities of *Outdoor America* magazine.** Larger quantities of the League's members-only quarterly magazine may be available as hand-outs for chapter membership promotions when inventory permits.

When ordering these items, be sure to include your name and address on any request, since they may become separated from other mail you send to the National Office. Or call toll-free (800) IKE-LINE (453-5463) to request these items. Refer to the *IWLA National Directory* or the League's Web site for more details on staff contacts who can assist you.

Methods to Increase Membership

The League has put together a number of well-tested and proven techniques to increase your chapter's membership and suggested activities for your membership committee. If you develop other successful approaches, please be sure to let your state division and the National Office know so that they can continue to refine and supplement the techniques summarized below.

Timing — Timing is critical to the success or failure of a new member campaign. In general, our experience suggests that new member campaigns are most successful in fall and early winter. But if you live in an area where summer activities attract the most prospective members, then a campaign in July may be more successful. Tailoring membership campaigns for what will work best in your area is the key to success!

Planning — Maintaining momentum is also important. Ideally, the actual solicitation should not take more than one to three months. As a result, proper preparation is essential to campaign success. Start by developing a

calendar of membership activities that includes both renewing members and new member campaigns. A calendar of membership activities might look something like this:

- July Respond to National Office request for current dues and membership officer information.
- August Establish your membership goals for the next 12-month period.
Evaluate last year's membership program.
List its strengths and weaknesses.
- September Receive billing and renewal components from the National Office.
Send out first dues notices.
- October Check your renewal rate.
Rewrite your program with improvements.
Remind members of the renewal process in your newsletter.
Launch the League's fall chapter new member promotion: "Join for next year now — (October, November, December) — and receive the rest of this year free."
- November Send a letter to all members who did not renew in the previous year asking them to rejoin. Indicate to them that, "We would like to have you back." It is more cost-effective to bring back a lapsed member than recruit a new one.
- December Send out second renewal notices.
Send letters to renewed and soon-to-expire members. Include a couple of blank membership forms saying, "Give a friend a holiday gift, or give yourself a gift — renew your own membership."
Remind members of the renewal process in your newsletter.
- January Intensify your renewal efforts. (If renewals slow down drastically this month, it may mean a decrease in membership by the end of the year).
Start calling or visiting homes of unpaid members.
Hold a special function at which paid members get a price break or get in free.



Note: Members who have not renewed as of January 1st will receive their last issue of *Outdoor America* (winter issue) with a special cover wrap featuring a renewal reminder.

February

By now, 90 to 95 percent of current members should be renewed.

Use your monthly reminder to let unpaid members see how their money is being used to support local, state, and national programs.

As an additional reminder, ask the National Office to provide a third renewal notice with “final notice” renewal envelopes for the chapter to mail to expired members.

March

Have a door prize drawing at your March meeting. Only those members who have renewed by meeting night will be eligible. Evaluate the progress of your new member program.

April

Try a new approach to secure those last few renewals and intensify your member program.

May

Plan outdoor activities to promote membership.

June

You should have reached nearly 100 percent of your goal for renewals and new members.

Evaluate your progress.

Include membership promotions in your summer activities.

July

Offer half-year memberships for new members.

Sponsor a booth at your county fair.

August

Start the planning process for next year’s membership program. Encourage a meeting of the newly elected officers to put together ideas.

Get acquainted with new members through a special new member meeting. Ask them why they joined and find out what they hope to accomplish through their membership in the League.

Evaluate your program and make some corrections for next year. Plan a fall festival or party that is open to the public.

September

Start the new membership renewal process.

Membership Campaigns

Although every chapter event, project, or activity offers an opportunity to build membership, and every day offers every member the same opportunity, consider launching an annual membership campaign.

In all promotions, be sure to define precisely what membership in your chapter means, including:

- Benefits — Why would someone want to join?
- Responsibilities of members
- Qualifications to join
- Costs

Be sure to focus on the chapter goals, whether they involve stream monitoring for clean water or other, on-the-ground conservation work. Reaching these goals is why you want people to join, so tell them what you do! Share both the tangible benefits of joining (such as access to a lake for fishing) and the intangible (including fellowship with other conservationists).

What are the actual steps and timeframe it takes for someone to join? Is it as simple as filling out a membership form at an event booth, or do they need a sponsor or need to attend a set number of meetings? Use your Web site as a community outreach tool so that potential members know what they need to do to join.

Action Plan — As your committee develops its plan of action, consider some of these possible reasons why someone might be interested in joining:

- To feel needed
- To share skills
- For a change of pace
- To be with people who enjoy the same things
- To gain leadership skills
- To demonstrate commitment to a cause
- For fun!
- To donate their professional skills
- To give back to the community
- As a family tradition
- To be an advocate
- To have an impact and feel good



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- Because they were asked
- Because of who asked them
- Because of their personal experience with a cause
- To gain access to particular services
- To get to know/be involved with a new community
- To stay busy
- To make new friends
- To do something different from their daily jobs
- Because of interest in the group's mission and goals

Recruiting Methods — There are several ways to recruit new members: person-to-person, direct mail, special events, and promotions. Here are some guidelines for each.

Person-to-Person. One of the best ways to recruit new members is person-to-person. Friends, neighbors, relatives, and colleagues not only make great members, but often become great volunteers. Although individual members should be encouraged to approach their friends and neighbors on their own, a chapter should consider launching an organized person-to-person membership campaign.

For the initial meeting, call together your membership committee, best workers, and other chapter officers. Emphasize at the outset that membership is the one thing you propose to discuss at that meeting. Show how, with careful planning, increased membership can be achieved in a few days of hard work if everyone helps.

Bring to this meeting as complete a list as possible of prospective members in your chapter area. These lists can include rosters of agricultural, business, fraternal, professional, and religious organizations, as well as the telephone directory. You may need to request those attending the meeting to supplement this list. Have everyone brainstorm about names of potential members or people who have access to potential members, as well as ideas for exciting places and times to meet with prospects.

With your group of volunteers seated around a table, go through the lists, selecting names of people who should belong to the Izaak Walton League. Careful advance selection of prospective members increases the likelihood that your chapter will succeed.

Teams. The two-person team is very important. Experience has proven that in work of this kind two people are much more effective than one working alone. One person may procrastinate or lack the initiative to get started, but he will never let a partner down.

As a team member, your success with prospects will also be much greater. It is harder for a prospect to turn down two people who have taken the time to make a personal call and extend an invitation to join the League.

When the teams have been paired off, request that the group swap seats so that teammates are together. This engenders the team idea at once. When pairs are all seated, proceed with numbering each team and be sure that your secretary records the names and number of each team. Furnish everyone with a sheet of paper, at the top of which they write their names, their teammate's name, and team number. Now you are ready to assign prospects.

Here we use the volunteer idea — another considerable advantage — by permitting the teams to select the prospects they will contact. Beginning with the first name and address on your list, which you read aloud, let one of the teams select that name by calling out the team number. The teammates will both record that name on their lists — and you or your secretary will record the team number after the name on your master list. This assignment work can be done rapidly, but accuracy is important.

When all names of member prospects have been assigned based on who knows who, geographical location, or place of business, check carefully against the master list. At this point, your chapter secretary can arrange to type copies — one original and two copies — so that each person on the team has one.

After completing the assignments, have your best recruiter give a short pep talk. Ask him or her to briefly outline the League's program and policies at the chapter, state, and national levels; this will send the group away energized with a sense of purpose and the motivation to act. Remind the teams to tailor their approaches to their audience; promoting the benefits of chapter membership to a family with young children would require a different approach than the one you might use with an unmarried professional.

In mailing announcements that your chapter is seeking new members, you may want to include well-written stories about League accomplishments and your chapter's conservation program. You might have a writer or journalist in your group who can provide you with such stories. Timing is important here. The first story should precede the actual contact of new prospects by no more than two days. You can follow up by sending additional stories during and after the membership drive.

Link membership recruitment with other activities and events your chapter is organizing and hosting.

Direct-Mail Solicitation. You can contact many more prospects through the mail than you can through personal solicitation. Because a single letter is easily ignored, plan to send a series of two or three letters; the second or third letter frequently pays off.

Prospective members should be persons who: (1) can afford to join; (2) are in the habit of supporting worthy causes; and (3) have a stake in environmental conditions and/or an interest in conservation and outdoor recreation.

When conducting a new member direct-mail campaign, consider these tips:

- Send letters to a large number of prospects to receive volume discounts on printing.
- Personalize your letters — in these days of electronic communications, a personalized letter that doesn't look like junk mail is more likely to catch someone's eye.
- Try local lists or sources such as members of the Chamber of Commerce, local manufacturers, professionals, and luncheon clubs. If you mail to a large list, have the envelopes sorted by zip code and mailed using bulk-rate (third class). This will save you money.
- Your package may include a cover letter on chapter stationary, a brochure describing the League and local chapter, an application to join, and a return envelope. Optional testimonial letters should be on business or personal letterhead and signed by a chapter member in the community whose name is known and whose recommendation will instill confidence.
- Do not try to recruit student and youth memberships through direct mail. The small dues rates make it unlikely that you will recover your expenses.

Although there is no guarantee that a direct-mail membership campaign will cover its own expenses the first time around, over time it is likely to pay off.

Events. Link membership recruitment with other activities and events your chapter is organizing and hosting. For example, if your conservation committee is hosting an Earth Day event or fishing clinic, make sure that it includes a short talk on the League and opportunities to join. If your education committee is organizing a speakers' bureau for local civic groups, be sure that they bring membership materials to their speaking engagements.

In addition, open some of your regular business meetings to the public. To attract members of the public, invite a speaker whom people in your community would like to hear; a local naturalist, noted sportsman, or a

representative from a state fish and wildlife or conservation agency. Engage in an outdoor recreation activity or show a video related to the speaker's area of expertise to help draw more people.

In short, make membership recruitment a part of everything your chapter does, whether it involves conservation, outdoor recreation, education, or promotional activities.

Finally, spend the time to make sure that these public events and activities are well publicized. In addition to posting information on your Web site and in your chapter newsletter, post signs in the community and try to interest your local newspaper, radio, or TV stations in announcing and covering the event.

Promotions. Recruitment challenges or contests can help to involve your members with the recruitment process. Here are few ideas to try:

Fall Promotions. Take advantage of the ongoing offer from the National Office and launch a fall new member promotion: "Join for next year now — (October, November, December) — and get the rest of this year free." This promotion does well when promoted heavily during an early fall event at the chapter where the public is welcomed. Events such as an open house, a hunter's sight-in day, or a National Hunting and Fishing Day work well for many chapters.

Contests. Motivate your volunteers to recruit new members using incentives. Volunteers may be more inclined to convince a co-worker or neighbor to join if there something in it for them. Incentives can include prizes or a chance for a special drawing. For example, for each new member recruited, a person earns a chance to win a quality raffle prize.

You can also offer volunteers the incentive to receive a free chapter membership renewal for the following year in exchange for a designated number of new members that he or she brings to the chapter. For example, recruit three new members and get next year's chapter membership free (the chapter pays the member's national and division dues). Several chapters have had success with this technique.

Family Memberships. We encourage chapters to offer all four classes of membership — individual, family, student, and youth — to new and renewing members. Providing these options can boost membership and revenue. To encourage families, students, and youths to join, add a special promotion to your fall campaign that reaches out to current and new members who might be interested in these membership classes.



Make membership recruitment a part of everything your chapter does, whether it involves conservation, outdoor recreation, education, or promotional activities.



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Other Suggestions

To be successful, your chapter membership committee needs to be organized, persistent, creative, and not rely on just one approach. Always remember to provide a variety of ways for volunteers to get involved in this effort and to recognize those who do good work. In addition, consider adding one or more of these suggestions to your chapter's annual calendar of activities and management practices:

New Member Orientation — There is no better way to inform new members about the League's work than a new member orientation meeting. This meeting can serve as a simple presentation that explains the League's conservation mission and the chapter's and division's work. It can also orient new members on chapter rules and regulations, or familiarize them with chapter grounds and facilities. Some chapters have made custom video or slide presentations about their projects and accomplishments; others provide new members with a recent copy of *Outdoor America*. An orientation meeting is also a great time to offer volunteer opportunities and recruit new project and activity help. Remember to keep the event informative and entertaining.

Recruiter/Volunteer Recognition — Go beyond current incentives for your recruiters and other active volunteers. Consider highlighting their efforts during chapter meetings, through your Web site, or in your newsletter. In addition, consider creating a chapter-level membership recruitment award. Nominate your top recruiters for the League's Tobin Award, which recognizes each chapter's top volunteer annually. To those who sign up 54 or more members annually, the League offers the 54 Roundtable award pins presented at the national convention each year.

Communications — Contact your state division membership chair or your chapter's national director to see how they can help. Also maintain a dialogue with other chapters in your area, state, or region to exchange ideas and techniques. Maintaining communication with other chapters can provide your chapter and others many good ideas.

Consider asking local radio or TV stations to run a public service announcement (PSA) promoting your chapter. Check with smaller public stations first, since they are more likely to air membership spots. Brainstorm with your committee about other places to post announcements that will give you exposure to appropriate audiences. For instance, does a local college offer environmental and conservation-related courses or have a community service requirement? If so, consider postings on bulletin boards or in newsletters there. Does your community have a "welcome wagon" group that would let you insert a brochure, or are there real estate offices that will mention your group to new residents?

Maintaining Involved and Informed Members for Retention —

Keeping current members involved is just as important as signing up new ones or organizing new chapters. In general, you won't find members voluntarily dropping out of an organization that is working hard and constructively, has strong leadership, and is giving its members ample opportunity to participate in a meaningful and challenging way in fun and rewarding activities. When members don't renew or stop participating, consider calling them to find out why. This information will help you diagnose the problem and make changes so that your chapter continues to grow. The important thing is to keep your members active and excited about continuing the mission of the League and growing the chapter.

Some other ways to stay in touch with your members include:

- Have door greeters at every meeting
- Start a peer mentoring program
- Thank people in public
- Make phone calls to new members
- Make personal introductions
- Engage in outreach to members experiencing personal difficulties or loss (such as losing their jobs or loved ones)
- Offer congratulations when appropriate
- Profile new/old members in newsletters
- Send new members an anniversary note on their join date and solicit feedback about their experiences with the group so far
- Contact members who haven't been to a meeting in two years
- Send "miss you" notes to people missing two meetings
- Post recent photos of activities on your Web site
- Hold social events
- Encourage more board member/officer interaction with members at meetings and events — ask officers to introduce themselves to people they don't know
- Hold activities/events for families
- Hold member surveys and roundtable discussions to encourage member input and feedback
- Celebrate birthdays
- Have a "member of the month"
- Invite special guests and speakers to meetings (often your members know people who can speak to the group on an appropriate topic)

Keeping current members involved is just as important as signing up new ones or organizing new chapters.



UNIT IV:

CONSERVATION PROGRAMS AND PROJECTS

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CONSERVATION PROGRAMS AND PROJECTS



SUMMARY – IWLA members actively promote the League’s conservation mission by picking up litter and restoring stream banks, by teaching others about hunter safety and responsible outdoor behavior, and by making their voices heard from city hall all the way to Congress. This unit describes the League’s core conservation programs and provides a “how-to” conservation projects section. Each two-page project description is based on an actual project successfully conducted by League chapters that has helped to advance our conservation mission. We hope these programs and activities will inspire your chapter to conserve and protect our natural environment.

Conservation Policy

The League’s conservation policies are established by its members. Each year members, chapters, and divisions draft resolutions outlining how they would like the League to address important natural resource problems and conservation issues. If these resolutions are adopted at the annual national convention, they become official League policy, guiding the work of volunteers and staff at all levels of the League.

Resource Committees – A resolution submitted for consideration at the annual national convention is referred to one (or more) of nine resource committees. Any League member may volunteer to serve on a resource committee by submitting an application form or by contacting the IWLA national president. Resource Committees include:

- Agricultural Affairs
- Carrying Capacity
- Conservation Education
- Energy
- Environmental Health and Air
- Fish and Wildlife
- Public Lands
- Outdoor Ethics
- Water Resources

Each year members, chapters, and divisions draft resolutions outlining how they would like the League to address important natural resource problems and conservation issues.

The National Bylaws require that all resolutions and supporting materials be submitted to the National Office no later than two weeks in advance of the national convention.

Resolutions Process — The chair of each resource committee also serves on the Resolutions Committee (refer to current *IWLA National Directory*). Assisted by input from League staff, the Resolutions Committee assigns resolutions to the proper resource committee. After the resource committee reviews and comments on the resolutions, the Resolutions Committee recommends to the national president which resolutions should be presented to convention delegates for a vote. For details on who is eligible to serve as a delegate and the rules for voting at a national convention, refer to Article 7 of the League’s Bylaws.

The National Bylaws (Article 15) require that all resolutions and supporting materials be submitted to the National Office no later than two weeks in advance of the national convention to allow adequate time for review and processing. Resolutions for consideration at the annual national convention should be sent to: IWLA Conservation Staff, 707 Conservation Lane, Gaithersburg, MD 20878-2983, Attn: Resolutions. In addition, please e-mail an electronic copy of the proposed resolution to: conserve@iwla.org.

Here are a few pointers to aid in submitting a resolution proposal:

- Make it clear that the proposed resolution is intended for consideration at the national convention.
- Write the resolution in simple essay form (not the “whereas style”).
- Include sufficient information with the proposal to give the Resources and Resolution Committees a better understanding of the issue and its importance.
- Identify and credit the author of the resolution (include contact information).
- Identify someone familiar with the resolution, its history, and who will be prepared to speak to or answer questions from the relevant resource committee at the national convention.

Conservation Policies Handbook — The resolutions adopted by the League since its founding in 1922 are summarized in the *IWLA Conservation Policies* handbook. The handbook is updated annually after each national convention and made available on the League’s Web site. A limited number of printed handbooks are produced every five years. Although the handbook is divided into numerous sections, all sections should be examined to identify policy statements that may apply to a specific issue.

Conservation Issues Chair — Through the handbook, our quarterly magazine, our bimonthly electronic newsletter, and other means, the National Office strives to keep chapters and members informed about our ongoing conservation work. Conversely, it is important that chapters

keep their state divisions and the national organization informed about their work on local, state, or regional issues. To facilitate communication and collaboration on conservation issues at all levels of the League, each chapter is encouraged to appoint a conservation issues chair. To do so, please complete a Conservation Issue Chair Designation Form (available online), or call (refer to current *IWLA National Directory*) or e-mail the conservation staff (conserve@iwla.org). You may also designate a member annually when completing your chapter's Officer Report Form (Appendix A).

IWLA Programs

One way the League carries out its mission is through staff-led conservation programs. Each of our core conservation programs is designed to advance our conservation policies. They also complement the community-based efforts of our chapter members and offer our volunteers opportunities to influence policy at state and federal levels.

Our flagship national programs include:

- Agriculture
- Clean Water
- Energy
- Outdoor Ethics and Shooting Sports
- Sustainability Education
- Wilderness and Public Lands

Agriculture

Efforts by the League to address soil erosion date to 1937, when the League adopted a resolution calling for a national program to retire fields in mountainous areas from agricultural use. Today, League staff and members continue to advocate farming practices that sustain both natural resources and people.

Conserving Farmland — More than half of America's land is used for agriculture. It is critical that these lands, which provide food for our tables and habitat for wildlife, are managed to balance production with conservation. Locally, the League educates farmers about practicing stewardship on their lands. Nationally, we work to ensure strong legislation and funding to support agricultural conservation programs such as those found in the federal Farm Bill. Our goal is to ensure that American farms produce enough food to feed a growing nation while protecting soil and water quality, wetlands, and habitat for fish and wildlife.

One way the League carries out its mission is through staff-led conservation programs.



The League continues to advocate farming practices that sustain both natural resources and people.



*Since 1969,
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of local streams.*

Managing the Upper Mississippi River — As an organization with strong roots in the Upper Midwest, the League has fought for protection of the Upper Mississippi River basin since 1924, when we led the campaign to create the Upper Mississippi River National Wildlife and Fish Refuge. The Upper Mississippi River is one of the most complex ecosystems on Earth. It provides habitat for 50 species of mammals, 45 species of reptiles and amphibians, 37 species of mussels, and 241 species of fish. The League spearheads efforts to reform the river's lock-and-dam navigation system to ensure that flows and habitat remain as natural as possible. We also work to reduce agricultural impacts on the river, promote sustainable agriculture practices, and implement farm conservation programs to reduce polluted runoff.

Restoring the Missouri River — In 2007, League members across three states (Iowa, Nebraska, and South Dakota) joined to create a new initiative that focuses on protecting and restoring the Missouri River. As America's longest river (2,431 miles), the Missouri spans 10 states. Like the Mississippi, it faces challenges from agriculture and navigation. Man-made changes to the river's natural flows are degrading significant fish and wildlife habitats — including those of a number of endangered and threatened species. By working with local, state, and federal agencies and other organizations on restoration and recovery of the river, the League is ensuring this national treasure remains intact for future generations.

Clean Water

Clean water is essential to life. Unfortunately, 40 percent of the nation's assessed streams, lakes, and estuaries are still not clean enough to support fishing and swimming. As an organization founded by anglers, the Izaak Walton League believes this is simply unacceptable. That's why we are committed to improving the health of America's waterways through local action and national advocacy.

Monitoring and Restoring Streams — Since 1969, the League's Save Our Streams program has taught thousands of citizens how to monitor and restore the health of local streams. Guided by our publications, workshops, expert consultation, and other tools, citizens become active stewards of their local waterways. In addition to assessing water quality, our volunteers take action to address the problems they encounter, such as notifying state agencies of pollution problems or planting trees along stream banks to reduce erosion and improve fish habitat.

Conserving Wetlands — Wetlands provide critical habitat for countless birds, amphibians, fish, insects, and other species. They also act as natural filters, cleansing pollutants from groundwater and runoff. Unfortunately,

since the 1600s, more than half of America's wetlands have been drained. Protecting those that remain is vital to safeguarding clean water and habitat.

The Izaak Walton League educates Americans about wetland ecology, functions, and values, and provides communities with the tools they need to conserve these valuable ecosystems. Aided by our Protect Our Wetlands program, hands-on workshops, easy-to-read educational materials, and technical assistance from our staff, our volunteers are leading the fight to conserve our nation's remaining wetlands.

Stopping the Spread of Invasive Species — In recent years, invasive species such as zebra mussels and Eurasian milfoil have infested America's waterways, crowding out native species and causing billions of dollars in damage to marinas, recreational fisheries, and other facilities. These plants and animals often spread from waterway to waterway via recreational boaters, who unknowingly transport invasive species on their equipment. To combat the introduction and spread of aquatic invasive species, the Izaak Walton League launched a nationwide Clean Boats Campaign. Through public service announcements, articles, and a Web site, www.cleanboats.org, millions of boaters are now learning how to properly clean their gear so that they don't spread harmful invasive species from one waterway to another.

Energy

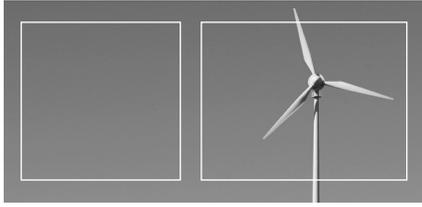
How we obtain and use energy has far-reaching implications for human health, fish and wildlife, and the Earth's climate. The Izaak Walton League's Energy Program works to reduce emissions of harmful air pollutants, combat global warming, promote energy efficiency, and foster the use of renewable energy.

Cleaning the Air — The League has been a champion for clean air for decades, recognizing the vital link between air quality, human health, and the natural environment. Much of our work has focused on cleaning up coal-fired power plants — a major source of air pollutants that contribute to ozone, haze, and acid rain. These power plants also emit mercury and carbon dioxide, contaminating our fisheries and contributing to global warming. In recent years, the League has helped establish new rules to reduce mercury emissions from midwestern power plants. In addition, we are leading regional efforts to stop the construction of new coal-fired power plants and to promote cleaner sources of energy.

Curtailing Global Warming — A changing climate means a changing environment for both people and wildlife. In addition to documenting the effects climate change will have on wildlife and outdoor recreation, the League has been a leader in the fight to reduce emissions of carbon dioxide and other greenhouse gases. To help address global warming, we are working



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with a wide range of groups to implement new technologies that will not only reduce emissions, but also capture and store carbon dioxide already in the Earth's atmosphere. Our success in the Midwest is serving as a model for regional and national action.

Promoting Energy Efficiency — For years the League has recognized that the cheapest, cleanest way to address problems associated with energy use is to invest in energy efficiency. Our work has helped establish new requirements for utilities to capture untapped energy savings through conservation programs for customers. We also provide information to League members and others on ways they can reduce their own energy consumption.

Advancing Renewable Energy — From wind to biomass to solar, renewable resources can have significant environmental benefits by producing clean energy. To reduce our dependence on foreign sources of oil and better protect our environment, the League believes electric utilities should be required to produce more energy from renewable sources. In addition, we work to identify and promote new sources of renewable energy that are on the cutting edge of current technology.

Outdoor Ethics and Shooting Sports

The League inspires outdoor enthusiasts to take personal responsibility for protecting the outdoors. Our Outdoor Ethics and Shooting Sports Program educates and supports ethical behavior among all outdoor users, particularly gun owners and hunters, to ensure the safety of others, protect the environment, and conserve fish and wildlife for future generations.

Teaching Outdoor Ethics — Each year, the League and the Maryland Department of Natural Resources host Ethics in Action workshops for hunting education instructors from all over the country. Featuring some of the nation's leading voices in hunter education and ethics, our workshops teach instructors how to incorporate outdoor ethics lessons into their hunter education classes — instilling the values of fair chase and the importance of conservation in a new generation of hunters.

Supporting Shooting Ranges on Public Lands — Protecting recreational shooting and hunting opportunities has long been part of the League's mission. By partnering with government agencies, the shooting sports industry, and other conservation organizations, the League helps to maintain access and promote responsible use of shooting ranges on public lands.

Managing Shooting Ranges at League Chapters — League chapters own and operate more than 100 shooting ranges across the country, including archery, rifle, pistol, skeet, sporting clays, and trap ranges. These

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facilities are used for firearms safety training, hunter education courses, and youth shooting programs. Many of our chapter's programs are endorsed by the National Rifle Association, the National Shooting Sports Foundation, and the Amateur Trapshooting Association. But range ownership also conveys responsibility for safety and environmental stewardship.

The League's Executive Board has adopted a set of nonbinding, recommended guidelines and minimum safety standards for League chapters operating shooting ranges. Their purpose is to help ensure that shooting ranges are constructed and operated safely, carry adequate liability and property damage insurance, and establish rules and procedures consistent with recommended safety standards. These recommendations may help chapter and state divisions in developing their own standards, rules, and procedures.

Over the course of the last decade, environmental lawsuits against shooting ranges (under the federal Clean Water Act and the Resource Conservation and Recovery Act, for example) have increased. In a few cases, ranges have been ordered to clean up lead shot on their property; the cost of such a cleanup can reach \$1 million or more. To improve environmental management of shooting ranges, entities such as the National Shooting Sports Foundation and the U.S. Environmental Protection Agency have developed detailed guidance and best management practices. In 2003, the League entered into an agreement with the U.S. Environmental Protection Agency and the National Association of Shooting Ranges to promote the development and implementation of environmental stewardship plans at chapter shooting ranges. The League strongly encourages chapters to develop and implement such plans. But it is up to each chapter to ensure that its shooting ranges are operated and maintained in a safe and environmentally sound manner, in full compliance with all applicable local, state, and federal laws.

Sustainability Education

The Izaak Walton League believes it is possible to have a high quality of life without sacrificing future generations' natural resources. Our Sustainability Education Program aims to identify practical ways we can all work together to create a sustainable future — one that meets the basic needs of all people today without compromising the Earth's ability to meet the needs of future generations.

Understanding Population and the Environment — Many of the conservation challenges we face today are, at their root, caused by the sheer number of people using the Earth's natural resources. More than 6.6 billion people inhabit our planet, and that number increases by 80 million each year. That's a lot of people tapping into resources like fresh water, fossil fuels,

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Sustainability Education Program aims to identify practical ways we can all work together to create a sustainable future.

forests, and fisheries. Through our Sustainability Education Program, the League promotes sensible solutions to the challenges presented by population growth. Using workshops, media outreach, legislative advocacy, and study tours, we work to raise public awareness and support for a sustainable future that places fewer demands on already scarce natural resources.

Promoting Sustainable Communities — Across the nation, individual communities face a similar challenge: How do we grow economically and socially while still conserving our natural resources? We help answer that question by providing League members and others information on what different communities are doing to create sustainable futures. Through our publications and our Web site, we share what we've learned: that successful communities combine visionary leadership with long-term planning and collaboration to preserve open space, reduce personal consumption, and manage growth.

Taking Individual Action — The League's Shallow Footprints Campaign teaches people how they can conserve energy, water, and other resources to attain a more sustainable lifestyle. We also train individuals on how to be more effective advocates at local, state, and national levels for a sustainable future.

Wilderness and Public Lands

Since its founding in 1922, the Izaak Walton League has been a staunch advocate of wilderness and has striven to improve the management of our forests, rangelands, national parks, and wildlife refuges. To this day, protection of our nation's public lands remains a focal point of the League's conservation efforts.

Managing Public Lands — The League believes that outstanding lands should be set aside for special management as parks, wildlife refuges, and wilderness areas. When these lands are threatened, League members step forward to protect them. For example, when a plan to sell off selected parcels of national forest land to private buyers was proposed, the League and its members jumped in to oppose the sale. Many of the parcels offered public access to some of the best outdoor recreation in the country. Congress listened and rejected the proposal. Similarly, League members stood their ground when a 754-acre development was proposed next to the Blackwater National Wildlife Refuge in Maryland.

With explosive growth in the recreational use of all-terrain vehicles (ATVs), dirt bikes, and other off-highway vehicles (OHVs), we also are spearheading efforts to protect public lands and roadless areas from the damage caused by irresponsible use. In addition to documenting the physical damage caused

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by these vehicles, we have educated the public and elected officials on the adverse impact OHVs can have on hunting and fishing opportunities.

Preserving Wilderness Areas — Wilderness is defined by the federal Wilderness Act as “an area where the earth and its community of life are untrammelled by man, where man himself is a visitor who does not remain ... which is protected and managed so as to preserve its natural conditions.” Consistent with this definition, we place great importance on protecting wilderness areas. For instance, we fight to ensure that the Boundary Waters Canoe Area Wilderness, a unique and beautiful 1.1 million-acre area along the Canadian border in northern Minnesota, as well as other designated wilderness areas, retain their wilderness character. We are also a strong voice for the designation of new wilderness areas across the country.

Technical Assistance

For additional information or assistance on League policies and conservation programs, the *IWLA National Directory* provides a listing of staff contacts. Refer to the pages titled “National and Regional Office and Field Staff Contacts” or “Program Support Assistance” chart. You may also call the National Office toll-free at (800) IKE-LINE (453-5463), or find a contact name through our Web site at: www.iwla.org.

Advocacy and Policy

For more than 85 years, League members have led local, state, and national efforts to protect public lands, combat water and air pollution, and ensure future generations can enjoy hunting, fishing, and the outdoors. Advocacy does make a difference. Working individually and together, we can impact public policy from city hall to the halls of Congress.

Legislative Advocacy and Engagement

The general principles of effective advocacy are the same at the local, state, or federal levels. Legislators at all levels (e.g., city council, state legislature, or Congress) want to hear from their constituents your voices and views are an important part of the decision-making process. In each case, legislators want to know: how does an issue affect my constituents, district, and community; which interests are on which side of the issue; and is a compromise possible?

Identifying Your Legislators — To begin, you first need to identify your local, state, or federal legislator. There are many tools available to help you identify your legislator, find contact information, and even make meeting requests. These include:



Advocacy does make a difference. Working individually and together, we can impact public policy from city hall to the halls of Congress.

Most legislators, staff, and experienced advocates agree that in-person meetings are the most effective option for conveying your message.

- **IWLA Conservation Advocacy Center.** This is the League’s on-line advocacy tool (www.iwla.org/advocacy), which allows you to identify your U.S. representatives and senators and draft and send letters and e-mails about important issues. League members can also stay informed about a wide array of conservation issues by signing up for e-mail action alerts.
- **U.S. House and Senate Web sites.** The House (www.house.gov) and Senate (www.senate.gov) Web sites allow you to identify your members of Congress based on zip code. They also provide links to each lawmaker’s Web site.
- **State Legislatures.** Each state legislature also maintains a Web site with information about legislators, committees, meeting schedules, and pending legislation. Your state’s official Web site is a good place to find links to the legislature.
- **Local Phone Book and Library.** Most phone books contain a section listing local, state, and federal government contacts. Your local library is also a good resource for contact information, and librarians can often help with more in-depth research needs.

Legislative Staff — In the pages that follow, you will see frequent references to staff. In the legislative context, especially at the federal level, you are more likely to interact with a staff person than your U.S. representative or senator. When dealing with congressional offices, keep in mind that staff are:

- **Highly skilled.** Although most staff are young, they are highly skilled, professional, and knowledgeable about a wide range of issues.
- **“Eyes and ears.”** Legislators rely on staff to research issues, gather political intelligence, and to make recommendations about the positions they should take on issues. Building a relationship with a staff person is not only easier, but just as important as building one with the legislator.

Ways to Communicate with Your Legislator — There are no concrete rules about what method of contact (phone call, e-mail, or face-to-face meeting) will be most effective in communicating your message. Your experience over time will indicate what works best under the circumstances. Keep the following guidelines in mind:

- **Face-to-face meeting.** Most legislators, staff, and experienced advocates agree that in-person meetings are the most effective option for conveying your message. Taking the time for a meeting demonstrates that you care about issues and allows you to answer questions and

explore issues in more detail. Importantly, you do not need to travel to Washington, DC or your state capital for a meeting. Every member of Congress has one or more state or district offices, and many state legislators have local offices. Although highly recommended, meetings are rarely a viable option when you need to communicate quickly, because most appointments are scheduled weeks in advance.

- **Personalized letters, e-mails, and faxes.** Letters, e-mails, and faxes can be very effective if they are personalized. In this context, personalized means highlighting how an issue or bill will directly affect you and your family, your chapter, your community, or other things important to you. Personalized communications catch the attention of legislators and staff because the writer has taken the time to share his or her views and to address personal or local impacts. Do not assume that an e-mail or fax will be read on the day it is sent. If time is of the essence (for example, the bill you are concerned about will be voted on in two days), a phone call is the best option.
- **Phone calls.** To let your state or congressional representatives know how you feel about a bill coming to a vote within a day or two, call their offices. However, phone calls are not an effective means to communicate large amounts of information or complex positions. The message must be short and specific. For example, “Please vote for Bill X-Y-Z.”
- **Site visits.** Many legislators want to get out of the office and learn about issues on the ground. Site visits are an ideal way to educate legislators and staff about specific subjects and your chapter’s larger role in the community. Moreover, they can be good media events for you and your representative. But site visits require long-term planning and organization and can be challenging if they require travel to especially remote locations. If you do expect media, develop clear, concise talking points and main messages in advance. In addition, have background material ready to give to the media, should they request more information.

Effective Advocacy Techniques — Here are some techniques for advocating effectively:

- **Always be prepared, factual, and credible.** Know the issues before you start, present facts to support your case, and be sure to use credible, reliable information.
- **Put issues in a local or personal context.** When evaluating an issue, most legislators consider a range of factors, including how it affects their district or state and different constituencies. Framing issues in a local or personal context is critically important to making them relevant to legislators and their staff.

Personalized communications catch the attention of legislators and staff because the writer has taken the time to share his or her views and to address personal or local impacts.



Maintaining regular contact offers an opportunity to educate policy makers about the breadth of activities your chapter performs.

- **Be brief.** Legislators at all levels have dozens of meetings every week and receive ever-increasing volumes of e-mails, letters, and phone calls. So naturally, they appreciate brevity. Keep your letters and e-mails to one page if possible. Be prepared for short meetings — 15 minutes or less — and don't be surprised to meet in a hallway or crowded office. It is useful to provide written background material for meetings — two pages or less is a good rule of thumb.
- **Have a specific ask.** Although “educating” a legislator and staff about an issue is useful, it is important to have at least one specific request or “ask.” You might ask the legislator to introduce a bill, co-sponsor legislation authored by other legislators, sign a letter to an agency official, or attend a meeting. Having a clear request helps to focus the discussion and gives legislators and staff something specific to consider. It also helps with follow-up; it is much easier to contact an office and ask if the legislator has co-sponsored the bill you discussed than to inquire if he or she has made a decision about “our concerns.”
- **If you don't know the answer, don't guess.** Frequently, legislators and staff will ask questions that you cannot immediately answer. Don't guess; tell them you don't know, but will get back to them. It is always much better to provide reliable information than to offer a response that the official or staff later learns is inaccurate.
- **Listen closely.** Legislators and staff frequently provide nuanced answers to questions. Over time, you can learn to interpret those responses by listening carefully to what they say and don't say. For example, if your representative says, “I'll take a look at your bill,” that is not the same as “I will support it.” When a staff person listens politely to your position, it does not mean that his or her boss supports it. In many cases, what isn't said, such as a specific offer of support or assistance, speaks volumes.
- **Send a thank you note.** After your meeting, send a brief letter or e-mail thanking the legislator and/or staff person for meeting with you. Feel free to quickly reiterate key points about your issue; however, saying thank you is most important.
- **Follow up.** If you are asked to provide more information, be sure to do so as soon as possible. By following up on these requests, you can demonstrate that you are a reliable source of accurate information. This is very important to developing long-term working relationships with legislators. You should also follow up on your specific asks.

Building Relationships — Although communicating with your legislators when critical issues arise is important, your chapter should strive to build long-term relationships with legislators through sustained advocacy and

engagement. Maintaining regular contact offers an opportunity to educate policy makers about the breadth of activities your chapter performs. For example, many legislators may not know that your chapter is the largest single provider of hunter education in the area, or that your members routinely monitor water quality in local streams. Over time, they may begin to reach out to you to solicit input on a broader range of issues and pending legislative proposals.

Executive Branch Advocacy

For the most part, the same principles and techniques apply when dealing with executive branch departments and agencies, from state fish and wildlife agencies to the U.S. Forest Service. Government agencies that execute policy also want the public to be involved, and federal and state laws frequently mandate public participation and input.

In addition, because agencies that manage and regulate public land, wildlife, and outdoor recreation, tend to focus more on technical details and making policy workable in practice, individuals and groups with demonstrated technical expertise and experience in particular areas may have greater opportunity to inform final decisions. This section provides basic information on how to begin and what opportunities exist to engage.

Once the chapter has decided to take on a particular issue, it is critically important to engage at the very beginning of a process and stay engaged throughout. In many cases, local, state, and federal rules make it difficult to begin participating midway through the decision-making process. For example, stakeholder or advisory groups are frequently formed early on and given significant roles in shaping policy. It may be very difficult to be named to such a group after it is formed. In addition, your opportunity to challenge agency decisions may be limited if you cannot demonstrate that you participated in the public process from the beginning. A variant of the old adage “vote early, vote often” applies here: “participate early, participate often.”

Information Sources and Staying Informed – To find information about public participation in department and agency decision making, consider these sources:

- **Department and agency Web sites.** Most local, state, and federal agencies maintain Web sites, which include information about public participation. On these sites, you may be able to sign onto mail or e-mail lists that provide public notices, meeting times and locations, and other useful information.

Government agencies that execute policy also want the public to be involved, and federal and state laws frequently mandate public participation and input.

Make your case based on facts and credible evidence, convey your points clearly and briefly, and make specific recommendations and requests.

- **Local newspapers.** Monitor the legal and public notices section of your local paper. Department and agency rules frequently require public notices to be published in newspapers with widespread circulations.
- **Federal Web portals.** The federal government has several Web sites that provide general information. For example, www.usa.gov provides access to information across the government. For regulatory issues and public notices in particular, www.regulations.gov is a good place to start. Many notices of pending agency actions, such as proposed regulations, are published daily in the *Federal Register*.

Opportunities to Act – There are many opportunities to advocate for and influence policies developed by agencies:

- **Attend public meetings and hearings.** Departments, agencies, and commissions hold public meetings and hearings as they consider policy options. Attend these meetings, provide oral comments or testimony, and stay informed about next steps in the process.
- **Submit written comments.** Most public processes offer citizens the opportunity to submit comments in writing. In general, public notices will usually provide information about how comments can be submitted, as well as contact information for staff who can answer questions. In some cases, notices highlight specific questions agencies want the public to address, or requests for additional information about the impacts a policy could have on particular constituencies.
- **Request meetings with agency staff.** Requesting a meeting with staff may be especially worthwhile when the agency is asking the public for technical recommendations or to address impacts on particular constituencies. If chapter members have the technical knowledge and experience being requested, a meeting is an ideal setting to provide input and lay the foundation for ongoing engagement. Staff contacts are frequently listed in public notices or can be found on agency Web sites.
- **Seek appointment to a board or commission.** Especially at the local level, chapter members may have the opportunity to help establish policy by being appointed to boards, commissions, or advisory panels. Some of these bodies have policy-making authority, while others advise county councils or state agencies.

Keys to Effective Engagement – The keys to effective advocacy and engagement in executive agency decisions are largely the same as those in the legislative arena. Make your case based on facts and credible evidence, convey your points clearly and briefly, and make specific recommendations and requests. And the same holds true in building relationships. If you

participate in decision-making processes and demonstrate to agency staff that your chapter and its members are credible experts, they will be more likely reach out to you in the future on related issues.

IWLA Resources — Your chapter and its members should feel free to call the IWLA National Office’s conservation and program staff with questions, for advice, or to help you develop an advocacy strategy. Call the National Office or find e-mail addresses for program contacts on the League’s Web site or in the *IWLA National Directory*.

Chapter Conservation Projects

One of the League’s greatest strengths is its work on the ground to conserve natural resources in local communities. League members are on the front lines and can see firsthand the effects of poor planning and management on soil erosion, water quality, air pollution, and fragmentation and loss of fish and wildlife habitat.

Tackling a natural resource problem in your community can be hard work. But consider the satisfaction you’ll feel when your project is a success, resulting in cleaner water, healthier air, protection of open space, and more abundant wildlife. In addition, conservation projects can help raise the chapter’s profile in your local community, educate the public on the need to conserve natural resources, and recruit new members and volunteers.

Furthermore, the time and resources your chapter invests in conservation and conservation-related education activities will help it to meet requirements for tax-exempt organizations. Refer to Unit II — Finance, Legal and Fund Raising for more details on IRS requirements.

Project Management

Every chapter should plan one or more conservation projects each year as part of its activities. Although in most chapters the conservation committee takes the lead in deciding what issues and projects to tackle, they should seek input from other committees and volunteers. When you have a project in mind, also consider seeking help and advice from an appropriate local natural resource professional. For example, you could ask someone from your state conservation department or state fish and wildlife agency to assist you in technical areas. In some cases, these agencies may already have a program designed to help you complete your project.

One of the first considerations in selecting a conservation project is whether to conduct your project on your chapter property or in the community.



One of the League’s greatest strengths is its work on the ground to conserve natural resources in local communities.



Local conservation issues and needs are equally important factors in selecting a proposed project.

On Chapter Property — Your property may readily lend itself to specific conservation projects. Even if you don't own the property, you may want to consider this option, provided the project is permitted under your lease or you can enter into a separate agreement or cooperative understanding with the owners. Regardless of whether you own or lease the property, you need to consider whether the project will benefit the broader public and, if so, how this will affect its design and implementation. For example, do you need to include plans to open up a demonstration project to the public for educational or other purposes?

In the Community — Your chapter could also provide essential leadership for conservation work in your community. For example, you could seek to protect a natural area of local importance, such as a sensitive wetland, a tract of virgin timber or prairie, or a state, county, or city park. Your chapter could also provide leadership by serving as a partner in a wildlife awareness campaign to promote outdoor ethics, or a litter cleanup event to restore a degraded area or habitat.

Assess Your Locality — Local conservation issues and needs are equally important factors in selecting a proposed project. Here are some questions to help get you started in assessing potential areas or projects in need of conservation work:

- Does your chapter own local property? What condition is it in?
- What is the state of the municipal water and sewage system?
- Are there any local or state park lands in dire need of maintenance?
- Is there one area of outstanding importance in your locality which should be set aside as a park, refuge, or restored for migratory waterfowl?
- Is the pollution problem in nearby rivers and streams detrimental to public health and recreation?
- How common are wildlife habitat improvement projects in your county? Are your upland game birds and other wildlife over-wintering well? Is land use impacting bird nesting sites?
- Are lakes, ponds and streams producing enough diverse, healthy fish and other aquatic life? If not, what improvements are necessary, and how would they be carried out?
- Is natural resource conservation adequately taught in the schools?
- If the land is largely forest and grass, is the cover sufficient to protect local watersheds?

- Are the local forests managed properly, or are timber-cutting practices resulting in excessive soil erosion and loss of wildlife habitat? Can reforestation be aided by chapter action?

Chapters located in or near large cities might consider these more specialized needs:

- If the city depends on reservoir water supplies, is the watershed well protected from sprawl development, overgrazing on remaining farmland, and over cutting of adjacent forestlands?
- Does the city or industrial community treat its sewage and waste properly?
- How does the city manage its urban trees? How about urban wildlife?
- How does the city deal with storm water runoff?
- Are natural resource conservation, environmental education, and nature adequately taught in the inner-city schools? Do these students have opportunities to experience nature?
- Is open space at a premium? Are there remaining undeveloped areas that should be set aside for use by the public for conservation and outdoor recreation?

Some equally important considerations in choosing projects include:

- Volunteers' interests
- Chapter strengths and resources (property, local conservation issues)
- National organization support (national conservation programs, successful programs from other chapters, support from division)
- Availability of existing technical and financial resources (government and private)

IWLA Endowment — One place to turn for financial assistance is the IWLA Endowment. This special-purpose foundation provides grants for IWLA chapter, division, and national-level conservation projects. For the most current contact information for the IWLA Endowment, refer to the IWLA National Directory, or visit the Web site at www.iwlaendowment.org.

Creating a Work Plan

After you have selected one or more conservation projects, the next step is to create a detailed work plan. A good way to begin is to assign teams to develop a plan for specific elements of the overall project.

Your chapter could also provide essential leadership for conservation work in your community.

Motivating volunteers is one of the most important aspects of project management.

As part of this work plan, you will need to identify the skills necessary to carry out the project, develop your volunteer recruitment plan, and establish the methods you'll use to keep those volunteers motivated and working.

Recruiting Volunteers — Recruiting members and developing them into volunteers should be a high priority for any chapter. Use the following tips to help recruit the project's required manpower:

- Know what skills, interests, and time commitment you need.
- Offer varying commitment levels.
- Recruit from partner groups.
- Invite friends and neighbors.
- Advertise events and requests for volunteers.
- Offer volunteer orientation and training.

Motivating Volunteers — Motivating volunteers is one of the most important aspects of project management. A conservation project leader must provide volunteers opportunities to meet their expectations and use their skills effectively. Use the following suggestions to motivate the project volunteers:

- Recognize their contributions.
- Make the task fun.
- Match the assignment to the right volunteer.
- Communicate regularly and ask for feedback.

Remember that members will only volunteer their time and talent if they derive some satisfaction from the work.

Leadership Development Tips — To maintain a consistent cadre of volunteers, your committee should:

- Make a commitment to volunteer leadership through mentoring.
- Actively identify potential leaders from your membership, particularly new members.
- Provide ample opportunities for people to develop and use their leadership skills.

To identify a project committee chair, consider someone who:

- Understands how to include others and delegate responsibility;
- Is willing to lead;
- Actively seeks out new ideas.

Creating a Budget — Once you have identified the major components of your work plan, you need to construct a budget for revenues and expenses. Be careful not to underestimate expenses or be overly optimistic about how much revenue you can raise to support the project (from donations, fees, in-kind contributions). If the projected revenues are inadequate to offset the anticipated costs, avoid the temptation to artificially inflate your revenue projections or underestimate the real costs of the project. Instead, modify the scope and scale of the project to bring expenses into line with revenues. Or, consider exploring other revenue sources. Refer to Unit II — Finance, Legal, and Fund Raising for more details on fund-raising strategies.

Getting the Word Out — Be sure to also discuss and plan how you are going to advertise and promote the project to achieve its intended goals. For example, you might advertise the event or activity on your chapter Web site, in your newsletter, in your local newspapers, or through mailings or signs. You should use this opportunity not only to recruit volunteers and obtain maximum public participation in your project, but also to educate participants about your chapter's work and how they can help — by volunteering, by becoming a member, or by contributing to the League.

Volunteering on Public Lands

Another way to help conserve and manage your local natural resources is to volunteer at a local park, state forest, or national wildlife refuge. Volunteering at one of these facilities not only advances the chapter's conservation objectives, it helps to provide important public benefits and elevate your chapter's profile in the community.

Federal Public Lands — If your chapter is interested in volunteering on federal public lands, such as national parks, forests, and wildlife refuges, you should begin by identifying lands near your chapter. Most can be found on the Internet or in the government listings of a telephone book. Every federal land management agency Web site also provides information about the location of its lands. For more information, visit:

- Army Corps of Engineers Recreation Areas: www.usace.army.mil
- Bureau of Land Management Lands: www.blm.gov
- Bureau of Reclamation Sites: www.usbr.gov
- National Forests and Grasslands: www.fs.fed.us
- National Parks and Recreational Areas: www.nps.gov
- National Wildlife Refuges: www.fws.gov
- Natural Resources Conservation Service Projects: www.nrcs.usda.gov



Another way to help conserve and manage your local natural resources is to volunteer at a local park, state forest, or national wildlife refuge.



The types of volunteer opportunities on federal public lands are almost limitless.

Many federal agencies have Web site pages dedicated to volunteering. They provide basic information about volunteering, specific project listings, and other useful resources. For more information, visit:

- Bureau of Land Management:
<http://www.blm.gov/wo/st/en/res/Volunteer.3.html>
- US Forest Service: <http://www.fs.fed.us/volunteer>
- US Fish and Wildlife Service — National Wildlife Refuges:
<http://www.fws.gov/volunteers/index.html>
- National Park Service:
<http://www.nps.gov/gettinginvolved/volunteer/index.htm>

The federal government maintains a central volunteer Web site (www.volunteer.gov/gov) with information about a wide array of opportunities across all public land management agencies. In some cases, the League has entered into formal agreements or memorandums of understanding with federal agencies for League chapters and member volunteers to help with designated projects.

Volunteer Opportunities — The types of volunteer opportunities on federal public lands are almost limitless. Volunteers can assist with a wide range of projects. Some of the most common include:

- **Trail maintenance and construction.** Annually, volunteers help federal agencies maintain, construct, and develop thousands of miles of hiking, horse, biking, and other multi-use trails. Trail projects can range from a half-day effort immediately outside the visitors' center to week-long projects in the backcountry.
- **Invasive plant and animal control and removal.** Invasive plants and animals pose serious threats to the long-term health of national forests, wildlife refuges, and parks across the country. Understaffed agencies need help to control invasive species and restore native plants and wildlife.
- **Habitat restoration.** Habitat restoration is a critical component of land management and is key to restoring and maintaining healthy populations of fish and wildlife. Restoration projects can range from replanting areas following fires to road removal to restoring wetlands.
- **Monitoring and research.** Timely information about the status of natural resources is essential to effective, science-based management. Volunteers can help land managers monitor and study water quality, game species, habitat, and a multitude of other natural resources and conditions.

- **Interpretation and visitor services.** Public lands conserve natural resources and also have a rich history. Volunteers can help share the history and legacy of these lands with visitors of all ages.

Volunteer Management Considerations — Volunteers are an incredible asset to federal land management agencies. They provide essential manpower for cash-strapped, understaffed agencies, and in the process, help safeguard these lands for the future. As you research conservation projects and evaluate volunteer opportunities, consider the following ways you can help your local federal land managers:

- **Assess needs.** Before getting a group of volunteers together, request a meeting with the local land manager to discuss the most pressing needs of the forest, wildlife refuge, or park in which you are most interested. Starting here will allow the manager to make the most effective use of your volunteer efforts and help you to recruit appropriate volunteers.
- **Combine efforts.** Combine the roles of volunteer and project manager. Although agency personnel will identify projects and provide basic instruction, they increasingly rely on volunteers to manage those projects from start to finish. Volunteers can fulfill this more meaningful role by providing their own basic equipment, training other chapter volunteers before the project begins, and working directly with local managers to schedule projects.
- **Form Partnerships.** Consider forming a partnership with other volunteer organizations. There are many excellent volunteer groups operating at state, county, or local levels that provide leadership and project manager training, organize events, and serve as liaisons with agencies.

Local, State, and Other Public Lands — Not every chapter is conveniently located near federal lands or government offices. Chapters can follow similar steps with respect to local and state public lands. Your local government will maintain information about public lands it owns, and most state natural resource agency Web sites provide ways to locate various types of state lands. These agencies can also be found online or in the government listings of a telephone book.

Meeting with the manager of the specific land area is a good first step. The manager or other staff will be the best source of information about where volunteer assistance is most needed and how volunteers can take on and complete projects.



Sample Conservation Projects

Why re-invent the wheel when League chapters have years of experience in planning and carrying out conservation projects? For a list of examples of conservation projects conducted by League chapters, please refer to Appendix I.

The following Sample Conservation Projects provide descriptions of successful projects undertaken by League chapters nationwide. They are based on information that individual chapters submitted for inclusion in this manual. At the end of each, you'll find a list of known chapters that have conducted the project, so you can contact them and exchange ideas or ask questions.

Each sample project sheet includes:

- Project Title
- Description
- Benefits (to the chapter and community)
- Key Steps
- Who Can Help (volunteers, partners and sponsors, technical and other support)
- Dollars and Cents (budget considerations)
- Getting the Word Out (publicity and advertising)
- Other Chapters (with similar projects)

Note: It is up to each chapter to decide what conservation projects best meet its needs and to ensure that any project is carried out safely, in compliance with all applicable laws, regulations, and permits.

Examples of steps chapters can take to help ensure the safety of all participants and protect the chapter from future liability, include providing appropriate equipment and training, monitoring the work closely and following all safety precautions, and carrying adequate liability insurance and securing liability release forms from participants, regardless of their age.

You will find the projects organized under one of four project categories:

- Fish and Wildlife
- Forestry and Public Lands
- Sustainable Communities
- Watershed and Wetlands

It is up to each chapter to decide what conservation projects best meet its needs.

Please refer to and utilize the separate sample sheets as you organize and implement your chapter’s conservation projects.

We will continue to keep this manual updated with fresh ideas, so we encourage you to send us a description of your best project. You’ll find a blank “Chapter Conservation Project Description Worksheet” in Appendix J for this purpose. Please feel free to make photocopies of this two-page form for all conservation projects you might want to highlight and submit.

To keep this manual updated with fresh ideas, we encourage you to send us a description of your best project.

SAMPLE CONSERVATION PROJECTS

CATEGORY: FISH AND WILDLIFE

CATEGORY: FISH AND WILDLIFE

PROJECT — BAT BOX

Description —

Design, construct, install, and maintain man-made bat roosting boxes on chapter or community property to increase native bat populations.

Benefits —

Bats are disappearing, primarily because of habitat loss. Their disappearance would devastate ecosystems. Not only do they help control insect populations (a single bat can eat up to 2,000 mosquitoes in one night), they also pollinate plants and disperse seeds.

Key Steps —

- Research detailed instructional plans on how to build a bat box from the state fish and wildlife agency.
- Prepare the wood. Measure and cut the plywood into three pieces: 26 ½ x 24 inches (backboard); 16 ½ x 24 inches (upper front board); and 5 x 24 inches (lower front board).
- On the inside of the backboard and landing area (26 ½ x 24), cut horizontal grooves with a chisel or saw. Space the grooves ¼ to ½ inch apart, cutting 1/32 to 1/16 of an inch deep. These grooves give the bats footing.
- Then, cut a furring strip into one 24-inch piece for inside upper wall and two 20 ½-inch pieces for the two side walls.
- Cut a final 1 x 4 x 28-inch board for the roof.
- Stain the inside. Apply two coats of dark, water-based stain to the interior surfaces. Don't use paint, which would fill the grooves.
- Caulk the joints. Attach the furring strips to three sides of the inside backboard (with grooves kept inside), caulking first. Start with the 24-inch piece at the top (upper wall); continue with the two 20 ½-inch pieces (side walls) for the sides. Then attach the front of the bat box to the furring strips, again using caulk to create a seal.
- Final assembly. Attach 16 ½ x 24 inches (upper front board) and 5 x 24 inches (lower front board), leaving ½ inch of vent space between the upper and lower front pieces. Use screws to assemble the front, back, roof, and furring strips. Caulk the outside joints. Use roofing nails to attach shingles or galvanized metal to the roof. Apply three coats of paint or stain to the exterior (use primer for the first coat).

- Location. Mount the bat box on a building where it receives enough daytime sun to keep the bats warm. The box should be at least 15 feet off the ground to keep predators out, and preferably close to a water supply for drinking.
- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions

Who Can Help –

Volunteers: Constructing and installing a bat house requires two volunteers.

Partners/Sponsors: Bat Conservation International, state fish and wildlife agencies, and local (town, city, township, county) governments, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: Bat Conservation International, state fish and wildlife agencies, and local (town, city, township, county) governments. Refer to the article entitled “**How to: Build a Bat Box**” from *Outdoor America* magazine on the League’s Web site (www.iwla.org, navigate to News and Publications, click on Publications, and then scroll down to How Tos).

Dollars and Cents –

Expenses: Materials: One pine furring strip measuring 1 x 2 inches (actual $\frac{3}{4}$ x 1- $\frac{1}{2}$ inches finished dimension) x 8 feet; one 4 x 8 feet x $\frac{1}{2}$ -inch sheet of exterior grade pine plywood — not pressure-treated; 20 to 30 $1\frac{1}{4}$ -inch coated deck or exterior-grade Phillips screws; one pint of dark, water-based, stain; one pint of water-based primer, exterior-grade; one quart of flat water-based paint or stain, exterior grade (use low-VOC paints and stains); one tube of paintable latex caulk; one 1 x 4 x 28-inch board for roof; black asphalt shingles or galvanized metal; 6 to 10 $\frac{7}{8}$ -inch roofing nails. Total cost should be between \$50 and \$75.

Revenue: To offset expenses, consider asking area businesses for contributions (cash, materials, or other in-kind services). Bat boxes could be made and sold to local feed, hardware, and nature retailers.

Getting the Word Out –

Send a pre-event news release to area newspapers and other media outlets, and a post-event release with photos of volunteers constructing and installing the bat box. Advertise in your chapter newsletter and on your Web site. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful BAT BOX Projects –

Rockville, MD

Mahaska County, IA

Cortland, NY

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISH AND WILDLIFE

PROJECT – FISH HABITAT IMPROVEMENT

Description –

Restore native fish populations by improving habitat conditions and promoting species diversity in a pond, lake, or stream. Construct man-made fish cribs to increase fish habitat in area ponds and lakes.

Benefits –

Building fish cribs or artificial habitat structures will transform area ponds and lakes into places where bass, bluegills, and other lake species can hide, feed, and reproduce, improving both fishing and aquatic health.

Key Steps –

- Research detailed instructional plans on how to build artificial fish habitat or fish cribs from the state fish and wildlife agency.
- Obtain recycled or new PVC (polyvinyl chloride) piping and make a cube- or box-shaped structure. Tie the sides together with twine first to stabilize the structure. Then secure them tightly with plastic cable ties near the corners, until the cube can stand by itself.
- Make it sink. Fill two heavy-duty, plastic mesh grain bags (not burlap) or five-gallon buckets with sealed lids with sand, pebbles, or rocks. Tie each one tightly to a bottom edge of the fish crib to help weigh it down once the structure is in the water.
- Add more internal structure to the fish crib by adding some natural materials, such as dead trees or branches. Secure everything with cable ties so it doesn't separate in the water.
- Install the fish cribs. Identify what depth of water is ideal for the fish, making sure the crib won't be an obstruction to boaters.
- Monitor the cribs. Mark the site of each crib (a global positioning system, or GPS, unit would be ideal for this) and measure the depth (a marked rope line or depth finder will work). The most direct way to check whether the crib is working is to have divers see if the structure is intact and if fish are using it. Otherwise, send boats out periodically to pull up the cribs using a large treble hook drag or small boat anchor on a rope line; check their condition.
- Remember to have first aid kits, waders, sunscreen, and insect repellent available when building or inspecting the crib. Beware of broken, sharp items in the water. Handle trash with gloves. Use the buddy system to prevent drowning. Require personal floatation devices (PFDs) when volunteers are working in deep water or on vessels.

Who Can Help –

Volunteers: Five to 10 volunteers are needed to construct and install fish crib habitats. Never work alone in open water; always have at least two people.

Partners/Sponsors: Watershed groups, local chapters of conservation organizations, fishing clubs, state fish and wildlife agencies, Boy Scouts, 4-H clubs, local businesses looking to cooperate in conservation work, and other IWLA chapters.

Technical and Other Support: Fisheries biologists from state fish and wildlife agencies and local (town, city, township, county) governments. Refer to the article entitled “**How to: Build a Fish Crib,**” from *Outdoor America* magazine on the League’s Web site (www.iwla.org, navigate to News and Publications, click on Publications, and then scroll down to How Tos).

Dollars and Cents –

Expenses: Materials include: pliers, side-cutters, hacksaw, hammer, gloves, shovels, boats (for installing the cribs), purchased or recycled PVC plumbing pipes, preferably already combined into boxy structures, other recycled materials, including vinyl window frames, house vinyl siding, or plastic drain pipes, discarded trees or branches to be used as filler, plastic cable ties sold in bundles at home improvement retail stores, plastic bags, sand, and rope or twine. If you purchase the plastic pipe, you will need to buy fittings, PVC cleaner-primer, and glue. Total cost incurred may be \$35 to \$50 per structure, depending on whether you use new or recycled PVC. Consider boat rental costs in addition to these materials.

Revenue: To offset expenses, use discarded PVC pipes and other recycled materials. Ask area hardware stores for in-kind donations of materials. Contact area plumbing associations regarding discarded materials; if they have some to donate, offer to pick them up.

Getting the Word Out –

Send a pre-event news release to area newspapers’ events or calendar sections. Promote the project in your chapter newsletter and on your Web Site. Make sure to send a post-event release with photos of volunteers building and installing fish cribs. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful FISH HABITAT IMPROVEMENT Projects –

Berks County, PA
Maine, ME

Boone River, IA
Sioux Falls, SD

Champaign County, IL

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISH AND WILDLIFE

PROJECT — FISH HATCHERY AND STOCKING

Description —

The purpose of this project is to restore or introduce native fish species in appropriate streams and rivers. It involves raising fish and releasing them into population-depleted areas to increase the numbers and diversity of aquatic species. This project may be combined with a stream restoration project to increase the chances of survival for fish released into the wild.

Benefits —

Fish hatcheries provide a number of important ecological, recreational, and economic benefits. They can increase populations of native species, thereby providing enhanced recreational opportunities for anglers. Habitat improvements for fish benefit other aquatic species, as well, creating a healthier ecosystem. A fish hatchery also provides an opportunity to educate the public on the biology, ecology, and management of fish and other species and their habitats.

Key Steps —

- Research appropriate fish farming practices for desired species.
- Obtain required licenses and permits to raise fish for future release.
- Secure and prepare facilities, such as a pond on chapter property, in which to raise fish.
- Work with state fish and wildlife agency or private fish farming operation to obtain fingerlings of desired fish species.
- Retrieve the fish and release into a contained water source, such as a pond.
- Monitor and care for fish on a daily basis, according to species-specific instructions.
- Determine what habitat conditions the species requires and consider restoring sections of streams prior to release to achieve optimum conditions.
- Work with other landowners to access the stream for habitat improvements and/or stocking.
- See the sample conservation project description on **Stream Restoration** for more details.
- At the appointed time, drain the pond and release the fish into the wild.
- Use care when placing fish into stocking vehicles and transferring them into the wild.
- Remember to have on hand first aid kits, sunscreen, waders, gloves, insect repellent, and personal floatation devices (PFDs) when working on or in the water.

Who Can Help —

Volunteers: To raise fish, considering having three reliable volunteers to handle required tasks. To retrieve and release fish, you will need 10 to 15 volunteers.

Partners/Sponsors: U.S. Fish and Wildlife Service, state fish and wildlife agencies and natural resources departments, local chapters of conservation organizations (such as Trout Unlimited), and other IWLA chapters.

Technical and Other Support: U.S. Fish and Wildlife Service, fisheries biologists from state fish and wildlife agencies or natural resources departments, local chapters of conservation organizations, and other IWLA chapters.

Dollars and Cents —

Expenses: Depending on the size of your operation and whether fingerlings are donated or purchased, the cost to raise and feed the fish could range from \$500 to \$2,000 annually.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). Hold a fishing event and use entry fees to benefit the chapter's fish hatchery and stocking operations. Establish collection cans or other promotions to seek donations from customers at area sporting goods retailers and bait and tackle shops.

Getting the Word Out —

Send a pre-event media release to local media outlets and follow up with a post-event release with photos of volunteers releasing fish into community streams. Post notices in your chapter newsletter and on your Web site. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful FISH HATCHERY AND STOCKING Projects —

Berks County, PA
Brown County, WI
Winchester, VA

York, PA
Grand Island, NE
Delta, OH

McCook Lake, SD
Travelle, WY
Boone River Valley, IA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISH AND WILDLIFE

PROJECT — WILDLIFE HABITAT IMPROVEMENT

Description —

Restore a native wildlife species population by improving habitat conditions and managing the diversity of wildlife on the property. This project may be carried out by planting fruit- and nut-bearing trees and shrubs, native grasses, wild grains and forbs; employing beneficial land practices, enhancing riparian buffers, and protecting wetlands. It can include the release of propagated game bird species and trapped and transferred native wildlife by a state fish and wildlife agency.

Benefits —

A successful project can restore native wildlife species to your region, increase wildlife viewing opportunities for nature watchers, and improve experiences for hunters. Improvements in habitat and enhanced habitat diversity can benefit other wildlife in addition to the targeted species.

Key Steps —

- Investigate what wildlife is native to the region and their habitat and forage needs.
- Habitat improvement techniques will vary depending on desired wildlife species and existing conditions. Techniques may include removing invasive plants, prescribed burning, selective timber cutting to open up canopy, planting nut- and fruit-bearing trees and shrubs, restoring grassland, and installing food plots of wild grains, grasses, and forbs.
- Ask your state fish and wildlife agency about appropriate habitat improvement techniques, along with habitat management needs, and specifics on releasing game birds and relocating wildlife species. For more details, refer to the sample **Wildlife Propagation and Management** project description.
- Ask state fish and wildlife or forestry agencies about acceptable timber management practices that would improve the habitat for wildlife. For more details, refer to the sample **Reforestation** project description.
- Contact the Natural Resources Conservation Service about additional habitat improvement options and proper grassland management. For more details, refer to assorted sample conservation project descriptions, including **Invasive Plant Species Removal** and **Native Grasslands Restoration**.
- Develop your wildlife habitat improvement plan, working with landowners (on private or leased land) or property managers (on public lands).
- Coordinate with adjacent property owners about your project and its benefits.
- Invite a local youth group, such as a 4-H club, to help implement the plan.

- If the plan includes food plots, work with volunteers to remove brush, conduct plantings, inspect food plots weekly, and maintain the plot on a seasonal basis.
- Remember, wildlife should be observed, not disturbed. When viewing wildlife, remain at a safe distance.
- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions. When in the field, remember to use sunscreen and insect repellent. Always have first aid kits available.

Who Can Help –

Volunteers: The number of volunteers will vary, depending on the scope of the wildlife habitat improvement plan, such as the size of food plots and tasks required (cutting brush, cultivating land, planting).

Partners/Sponsors: State fish and wildlife agencies, U.S. Fish and Wildlife Service, Natural Resources Conservation Service, local chapters of conservation organizations (such as Quality Deer Management, National Wild Turkey Federation, Ducks Unlimited, Ruffed Grouse, Pheasants Forever, and Quail Unlimited), local 4-H clubs, and other IWLA chapters.

Technical and Other Support: State fish and wildlife agencies, local chapters of conservation organizations (see above list), and other IWLA chapters.

Dollars and Cents –

Expenses: Purchasing materials for each food plot costs from \$45 to \$175 per acre.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services) and borrow tools and equipment from members or supporters. Approach your state fish and wildlife agency, other conservation organizations, and private foundations about providing grants for wildlife seed and plant materials. The Natural Resources Conservation Service offers various financial assistance programs for landowners interested in restoring or conserving wetlands or creating wildlife habitat.

Getting the Word Out –

Promote your work and project successes to local media, and state fish and wildlife agency publications, as well as in your chapter newsletter and on your Web site. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful WILDLIFE HABITAT IMPROVEMENT Projects –

Franklin County, PA

Bethesda-Chevy Chase, MD

Wisner, NE

Lancaster, PA

Winchester, VA

Ottumwa, MN

Worth County, IA

Maine, ME

St. Joseph County, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISH AND WILDLIFE

PROJECT — WILDLIFE PROPAGATION AND MANAGEMENT

Description —

The purpose of this project is to restore or introduce wildlife, particularly game bird species. The project involves raising and nurturing the birds, improving habitat conditions, and releasing them on property that you maintain. Habitat improvements range from making minor modifications to existing agricultural practices, to undertaking extensive clearing and planting of native grasses, wild grains, and fruit- and nut-bearing trees and shrubs.

Benefits —

The project increases wildlife viewing opportunities for nature watchers, restores native species, and provides opportunities to hunt and harvest game birds, and to introduce young or other first-time hunters to the sport. Improving habitat can also benefit other species and provide valuable information on the biology, ecology, and management of wildlife and their habitats.

Key Steps —

- Determine the habitat and forage needs for desired species.
- Where required, obtain the proper licenses and permits to raise wildlife.
- Research specifics on appropriate housing and rearing pens for species.
- Build and maintain the required facilities.
- Purchase species through your state fish and wildlife agency or private propagators.
- Provide adequate food and cover for young birds.
- Raise and nurture juvenile birds, eventually moving them into wild rearing pens until they are ready for release into the wild.
- Work with private landowners or public lands managers who will be accepting released wildlife on their properties to improve habitat, assess anticipated losses to predators, and conduct the release of game bird species.
- Refer to the project description on **Wildlife Habitat Improvement** for more details.
- When handling wildlife, always use gloves. Remember to have first aid kits available.

Who Can Help —

Volunteers: To raise native and other wildlife, considering having at least three reliable, trained volunteers to manage the operation and to capture, handle, and release the birds into the wild.

Partners/Sponsors: State fish and wildlife agencies, U.S. Fish and Wildlife Service, local chapters of conservation organizations (such as Pheasants Forever, Quail Unlimited), hunter safety education instructors, and other IWLA chapters.

Technical and Other Support: State fish and wildlife agencies, local chapters of conservation organizations, and other IWLA chapters.

Dollars and Cents –

Expenses: To build and maintain pens and other facilities, you should expect to spend \$500 to \$3,000. The cost to acquire eggs or juvenile birds and raise and feed them until release will vary, but could cost as much as \$7 to \$10 per bird. Refer to the expenses listed in the **Wildlife Habitat Improvement** project for more details on specialized habitat improvements.

Revenue: To offset expenses, consider establishing a cooperative operation with your state fish and wildlife agency, seeking grants, member donations, or contributions from area businesses (cash or in-kind services) for building materials and feed mix.

Getting the Word Out –

Send a pre-event press release to local media and a post-event press release with photos of volunteers working with and releasing wildlife or engaged in organized hunts. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful WILDLIFE PROPAGATION AND MANAGEMENT Projects –

Franklin County, PA
Winchester, VA
Woodmont, MD

Lancaster, PA
Worth County, IA
Brown County, WI

Peoria, IL
York, PA
Sioux Falls, SD

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISH AND WILDLIFE

PROJECT – WOOD DUCK NEST BOX

Description –

Build, install, and maintain man-made nest boxes in marshes and riparian areas to increase migratory and residential wood duck populations.

Benefits –

A well-constructed and managed nest box enhances nesting success rates. Participants gain greater awareness of the wetland environment in which wood ducks live, and the project can strengthen the chapter's connection to the community, area conservation organizations, and government agencies.

Key Steps –

- Research instructions on how to build a wood duck box from the state fish and wildlife agency.
- Or to build one, measure the lumber in order to saw it into six segments; note that a 12-inch width of lumber actually measures 11 ¼ inches. The pieces should measure: back, 32 x 11¼ inches; two sides, 24 x 11¼ inches; front, 24 x 11¼ inches; floor, 9 ¾ x 11¼ inches; roof 16 x 11¼ inches. Drill four or five ¼-inch drainage holes in the floor piece. Drill holes on the top and bottom of the back board for securing to the support post.
- Make an entrance-exit hole (3 inches high x 4 inches wide) in the front piece using a jigsaw or hole drill. The center of the hole should be 19 inches from the base of the piece. Roughen or score the wood below the hole to make the surface easier for the ducklings to climb on.
- Attach the front to the two sides using nails or screws. Attach the bottom next, and then the back, allowing the back board to extend above and below the box (for securing to the pole). Attach the roof piece to the back board using two hinges; this will enable you to access and clean the nest box. The nest box does not need to be painted or finished, but if you want to apply a finish, use nontoxic wood preserver or earth-tone paint on the outside only.
- A cone guard helps to keep snakes, raccoons, and other predators out of the nest box. Cut out a 3-foot circle of sheet metal. Make a slot to the middle, and then cut out a center circle that is 1 inch larger in diameter than the support pole. Drill 5/16-inch holes along the slot for ¼-inch bolts or rivets to secure the sheet in a conical shape. Slip the cone guard over the pole before attaching the nest box to the pole. Secure it below the nest box using bolts or mounting blocks.
- Late winter is the best time to erect the nest box. Locate a wetland that has both open water and vegetation. Place the box near enough to the water for the ducklings to reach it readily, or in the water, at least 4 feet above flood level. Anchor the support pole so that it sits solidly in the ground or pond bottom. The entrance hole must face an area that allows for unobstructed flight. Avoid placing the box near any branches that might allow predators to access the box. If installing more than

one nest box, don't place them closer than 600 feet from each other. Place a 4-inch layer of wood shavings in the box for nesting material.

- Plan on checking the box at least once before the beginning of nesting season, and then at least once a month during the nesting season. After nesting is complete, clean out old nests. Use caution, as screech owls or other desirable species may use the boxes in the winter.
- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions. Remember to have on hand first aid kits, sunscreen, and insect repellent. Beware of broken, sharp items in wetlands. Wear a personal floatation device (PDF) when working in deep or swift waters, or in a boat or canoe.

Who Can Help –

Volunteers: One to two volunteers are needed to construct one wood duck box; five to seven volunteers are needed to install a box in a wetland.

Partners/Sponsors: Homeowners associations, watershed groups, local chapters of conservation organizations, especially Ducks Unlimited and other waterfowl groups, and other IWLA chapters.

Technical and Other Support: State fish and wildlife agencies and possibly local governments. Refer to the article entitled “**How to: Build a Wood Duck Nest Box**” from *Outdoor America* magazine on the League's Web site (www.iwla.org, navigate to News and Publications, click on Publications, and then scroll down to How Tos).

Dollars and Cents –

Expenses: Purchase materials, which include, a 1- x 12-inch x 20-foot board (preferably rough on one side) from a local sawmill or agricultural supply retailer. Use weather-resistant, untreated wood such as cedar, cypress, pine, or spruce, not pressure-treated wood. You will need assorted hand and powertools; (galvanized nails or screws, and galvanized hinges); a support pole (which could be a 4-inch x 4-foot cedar post or a 2-inch galvanized metal pole); a 3 x 3-foot piece of galvanized sheet metal; and tin snips. Total cost should not exceed \$35 to \$50 per nest box.

Revenue: To offset expenses, consider asking area businesses for contributions.

Getting the Word Out –

Send a pre-event press release to local media outlets. Send a post-event release with photos of volunteers building and installing nest boxes in the field. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful WOOD DUCK NEST BOX Projects—

Rockville, MD

Wildlife Achievement, MD

Floyd County, IA

Cincinnati, OH

Talbot County, MD

Mahaska County, IA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

SAMPLE CONSERVATION PROJECTS

CATEGORY: **FORESTRY AND PUBLIC LANDS**

CATEGORY: FORESTRY AND PUBLIC LANDS

PROJECT – HIKING AND NATURE TRAILS

Description –

Design and install a trail system that serves as an outdoor classroom for observing nature and learning about conservation. This project involves designating and clearing a pathway in private or public forests or parklands, and may include placing educational or interpretive signs along the way. Your project may benefit from annual volunteer days that public lands agencies often organize to maintain and develop such trails. Building and maintaining a trail can range from a half day to a week-long project.

Benefits –

Trails create year-round outdoor recreation opportunities for local users and visitors to view birds, fish, and wildlife in their natural settings. In addition, building a trail system can help deter or control human foot traffic in wild lands and other sensitive habitats. It can also provide a destination for school field trips, allowing students to observe nature and conservation practices firsthand. By building a trail, your chapter can also benefit from enhanced visibility and recognition in the community.

Key Steps –

- Obtain permission from the appropriate agency to work on specific public lands.
- Arrange to have a topographer or cartographer map the area.
- Lay out a potential trail course on a map and plan for sign placement.
- Scout the course and mark points where you will need to make modifications.
- Organize and properly train volunteers.
- Construct a trail by clearing the area of vegetation and rocks, minimizing soil compaction, diverting runoff, and providing crossings for streams and other water bodies.
- Make or purchase and install trail markers (directional, user rules and restrictions), and interpretative signs (tree identification, habitat information, wildlife quiz stations).
- Design a trail guide booklet or brochure explaining points of interest.
- Construct an informational kiosk at the beginning of the trailhead that displays a trail map with significant land features noted. It should also contain a place for posting information, announcements, and handouts.
- Coordinate with the partnering public agency in advertising that the trail is open for public use.
- Establish a plan for long-term trail maintenance.

- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions. Wear long sleeves for the clearing portion of the day. Have first aid kits, sunscreen, and insect repellent available.

Who Can Help –

Volunteers: Have teams of four to six workers clear specific sections of the trail. Make sure experienced volunteers handle power tools and machinery.

Partners/Sponsors: U.S. Forest Service, Bureau of Land Management, state natural resource and park agencies, regional and local parks and recreation departments, local governments, schools, and Boy Scout units.

Technical and Other Support: U.S. Forest Service, Bureau of Land Management, state natural resource or park agencies, and regional and local parks and recreation departments.

Dollars and Cents –

Expenses: Expect to spend \$250 to \$500 loppers, chain saws, gloves, and eye and ear protection. The costs could increase by \$250 or more if you plan to purchase trail markers and interpretative signs from a sign vendor.

Revenue: To offset expenses, consider asking the state department of natural resources for grants to cover equipment costs, or to provide equipment. Local parks and recreation departments may provide equipment. Or, you can ask to borrow tools from members or supporters.

Getting the Word Out –

Send a pre-event news release to local media, advertise within the local parks department, and post a notice in your chapter newsletter and on your Web site. Also, advertise with area schools; hours spent on trail construction and maintenance may count toward students' community service hours. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful HIKING AND NATURE TRAILS Projects –

Cass County, MN
Sioux Falls, SD
Worth County, IA

Loudoun County, VA
Wildlife Achievement, MD
Medina, OH

Grand Island, NE
Brown County, WI
Rome, NY

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FORESTRY AND PUBLIC LANDS

PROJECT — INVASIVE PLANT SPECIES REMOVAL

Description —

Organize volunteers to remove invasive plants from an infested area on chapter grounds, in your community, or on public lands.

Benefits —

Invasive plants are non-indigenous plants that become established in communities, displacing native plants and the animals that depend upon them. By removing the invasives, you allow native flora and fauna species to re-establish and flourish, and you help maintain the balance and integrity of the local ecosystem.

Key Steps —

- Identify an infested location and invasive species. Have a plant species book handy to share with volunteers.
- If the location is on public land, coordinate the project with agency staff.
- Determine the best time of year to remove the invasive species based on its germination cycle.
- Teach volunteers how to identify the plant and how to properly remove it.
- Equip volunteers with tools, such as loppers, chain saws, gloves, and eye and ear protection. Make sure experienced volunteers handle machinery.
- Provide volunteers with heavy-duty trash bags and work gloves.
- Arrange with a local trash hauler to remove collected debris. Or, find a safe location to burn the debris if local ordinances permit.
- If herbicide is necessary, have a trained individual apply it after other volunteers have completed their work.
- Remember to make available first aid kits, sunscreen, and insect repellent. Beware of broken, sharp items in brush (gloves and eye protection are a must). When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions.

Who Can Help —

Volunteers: Recruit teams of four workers per area to begin. Have one volunteer operate a chain saw, if needed, while the rest use the loppers to remove cuttings. Certain situations may dictate the use of herbicides; after the group has manually removed as much vegetation as possible, have one trained volunteer apply herbicide.

Partners/Sponsors: U.S. Forest Service, area parks and recreation departments, local governments.

Technical and Other Support: Local state natural resource or forestry agencies and local (town, city, township, county) governments.

Dollars and Cents –

Expenses: Rental and purchase of tools (loppers, chain saws, concentrated herbicide, gloves, and eye protection) can cost \$500 to \$1,000, depending on the magnitude of the project.

Revenue: To offset expenses, consider asking your state natural resources agency for grants to cover equipment cost or to provide equipment. Local parks and recreation departments may also provide equipment. Or, you can borrow tools and equipment from members and supporters.

Getting the Word Out –

Send a pre-event news release to the local media, advertise through the parks department, and post notices in your chapter newsletter and on your Web site. Also, advertise with area middle and high schools to attract students who may want to earn community service hours. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful INVASIVE PLANT SPECIES REMOVAL Projects –

Rockville, MD
Central New York, NY
Lincoln, NE

Dwight Lydell, MI
Hamilton, OH
Staunton-Augusta, VA

Greater Seattle, WA
Silverton, OR
Sioux Falls, SD

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FORESTRY AND PUBLIC LANDS

PROJECT — NATIVE GRASSLANDS RESTORATION

Description —

Restore native prairies or grasslands by improving growing conditions and managing the diversity of fauna on the property. Plant native grasses and wild grains on reclaimed or abandoned space, allowing the grasslands to revive.

Benefits —

Prairie restoration projects help to recover an area's natural ecosystem and restore its native diversity of plants and animals. Grasslands serve as filters to improve water quality, reduce erosion, create beautiful landscapes, and promote appreciation of an area's natural heritage.

Key Steps —

- Select a site. Look for areas with maximum sun exposure and lack of competition from other plants.
- Purchase the property or obtain approval from the property owner.
- Prepare your site. In mid-spring, manually clear the site of existing vegetation.
- Create a seed bed of freshly worked soil; till the area to a depth of 1 to 4 inches. If the site is a quarter-acre or more, consider using a tractor or all-terrain vehicle (ATV) with plow, disc, and harrow implements. If smaller use a roto-tiller.
- If your area was densely populated with weeds, especially problem weeds or invasives such as quack grass, thistle, leafy spurge, or sweet clover, allow the weeds to germinate and begin growing and either re-till, remove manually, or remove chemically with herbicide.
- Finally, rake the weed-free soil to create a smooth, firm seed bed.
- Plant the native grass seeds. The best time to sow seed is from the spring thaw to late summer. In the fall, sow seed from mid to late September through freeze-up. Consider mulching to provide erosion control and help the soil retain moisture.
- Consult the Natural Resources Conservation Service for technical support on how to best manage the newly restored grasslands. Prairie landscape takes time to develop, requiring patience and careful management the first few years, such as monitoring new growth during periods of drought.
- When working on the land, make sure to have first aid kits, sunscreen, and insect repellent available. When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions.

Who Can Help —

Volunteers: Planting prairie grasslands require 15 to 20 volunteers to till, prepare, and plant the site.

Partners/Sponsors: State natural resource agencies and local (town, city, township, county) governments, local chapters of conservation organizations, such as the National Wild Turkey Federation or Pheasants Forever, and other IWLA chapters.

Technical and Other Support: Natural Resources Conservation Service, state natural resource or fish and wildlife agencies, and local (town, city, township, county) governments.

Dollars and Cents —

Expenses: Unless you are planting an unusually large tract, the cost of native seed for the prairie should not exceed \$1,000. Tools for preparing the site can be leased or may be borrowed from members or state agencies.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). State natural resource agencies may be able to provide seeds or grants to obtain seeds from state-approved nurseries.

Getting the Word Out —

Invite your chapter members to participate through your newsletter and Web site; invite the public by sending news releases to media outlets; advertise in area newspapers; post fliers at local businesses. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful NATIVE GRASSLANDS RESTORATION Projects —

Brown County, WI
Elgin, IL

Lincoln, NE

Rice Lake, IA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FORESTRY AND PUBLIC LANDS

PROJECT — REFORESTATION

Description —

The purpose of this project is to establish new woodlands and urban forests. It involves researching and locating good sites for planting native tree species. Trees can be purchased and planted or raised in seedling beds and holding areas on chapter grounds. After they mature to a designated size, these seedlings can be replanted. Some species may require special efforts for handling and reforestation.

Benefits —

Planting trees benefits the community in many ways; trees filter air pollutants and dust; reduce runoff, flooding, and erosion; provide summer shade and protection from winter winds and blowing snow; provide shelter and food for birds, fish, and other wildlife; and make communities more attractive to businesses, tourists, shoppers, and home buyers. Sustaining thriving forestlands creates many recreational opportunities and can yield forest products and building materials. Depending on the site, your project can create conditions for future natural forest succession or urban forest canopy growth.

Key Steps —

- Work with an area forester or private arborist to identify a site, appropriate tree species to plant, and a location for growing seedlings.
- Purchase or rent equipment to clear the areas where you will plant the seedlings, and later the saplings.
- Purchase native seedlings from your state forestry agency or a regional private nursery.
- If you are raising seedlings from seeds, ask your state forestry agency for assistance.
- Plant the seeds in organic-rich soil in seedling beds. Maintain, water, and nurture your nursery stock.
- When the seedlings have become saplings, transplant them into holding areas in rows called “tree groves.”
- Add fencing around the perimeter of the grove and/or individual tree tubes for temporary protection.
- Maintain and monitor the young trees’ growth. Size at maturity will vary from species to species. Once the saplings have reached an appropriate height and maturity, prepare to transplant them to their final locations.
- Organize a group to prepare the final site and plant the young trees, adding tree protection tubes.
- Remember to have available first aid kits, sunscreen, and insect repellent. When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions.

Who Can Help –

Volunteers: Maintaining a native tree grove requires 15 to 20 volunteers to clear weeds, till the soil, water the saplings, and prepare for relocation and replanting.

Partners/Sponsors: National Arbor Day Foundation, state natural resource and forestry agencies, tree commissions from local (town, city, township, county) governments, Keep America Beautiful, homeowners associations, species-specific organizations (such as the American Chestnut Foundation), local chapters of other conservation organizations, area schools with nature and ecology curricula and Future Farmers of America classes, 4-H clubs, area tree retailers and garden centers, and other IWLA chapters.

Technical and Other Support: American Tree Farm System, National Arbor Day Foundation, state natural resource and forestry agencies and local (town, city, township, county) governments, Keep America Beautiful, homeowners associations, area tree species organizations, local chapters of conservation organizations, and other IWLA chapters. In addition, please refer to the **Reforestation with Native Nut-Bearing Trees** project description.

Dollars and Cents –

Expenses: Purchasing native tree stock can range from \$50 to \$500. Anticipate additional expenses for materials and equipment, such as tree tubes, shovels, tree planting bars, gloves, snacks, water, and trash bags.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services) and contacting the National Arbor Day Foundation for a grant. The Foundation may also be able to provide information on other potential sources of grant funding, such as state forestry agencies, corporations, and community groups.

Getting the Word Out –

Send a pre-event news release to local media. If your project involves local schools, advertise through your local board of education office. Advertise your project in your chapter newsletter and on your Web site. Make sure to send follow-up pictures of volunteers planting trees to the outlets that promoted the event. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful REFORESTATION Projects –

Medina, OH

Talbot, MD

Loudoun County, VA

Rome, NY

Prairie Woods, MN

Fairfield, OH

Wildlife Achievement, MD

Sportsman's, MD

Argos, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FORESTRY AND PUBLIC LANDS

PROJECT — REFORESTATION WITH NATIVE NUT-BEARING TREES

Description —

Reforest a local site with collected native nuts and other seeds. Your chapter can gather the nuts and seeds and plant them in areas where more trees are needed, or you can use them to raise seedlings for other conservation projects.

Benefits —

Chapters provide a great service by coordinating volunteers to collect the nuts and then turning the nuts over to the state forestry agency's nurseries, or by planting the nuts themselves and distributing the seedlings for tree planting projects. Planting trees benefits the environment in many ways, from reducing greenhouse gases to reducing erosion to providing wildlife habitat.

Key Steps —

- Check with your state forestry agency or a local nursery for a list of native trees. The easiest place to start collecting nuts is on your own property. If you want to collect nuts from someone else's property or from a public space, seek permission from the landowner or grounds manager.
- Use buckets or bags made out of materials that allow air flow — burlap, mesh, and paper work well to collect nuts. Separate nuts of different species into different bags. Identify collection location to decide where to plant the nuts or how to raise them.
- Plant nuts as soon as possible after collection. If that is not feasible, store the nuts in a cold place. Place them in sealable plastic bags with a handful of peat moss to stave off mold or bacteria. Leave the bag slightly open or poke a couple of holes in it, and then put it in a refrigerator. This keeps the nuts safe for about a month, until the conditions are right for planting. If you want to store acorns through winter, place them in one-gallon sealable plastic bags with some peat moss and store them in a refrigerator set at 34 to 36 degrees Fahrenheit. For hickory nuts, pecans, walnuts, and hazelnuts, create a moist mixture of half sand and half ground peat. Place nuts in a storage container with an airtight lid, then store in a cool, unheated location until spring.
- Remove from storage the amount of nuts that you want to plant. Rinse the nuts off to remove any dirt or debris. Remove acorn caps, but leave nut shells or hulls on for planting. Before planting the nuts, sort out the ones that aren't viable. One test that works well for acorns (but not other nuts) is to place all the acorns in a tub of water overnight. The ones that float to the top probably won't germinate. The ones that sink to the bottom are ready for planting. Remove the good acorns from the water and place them on newspapers in a cool, dark location to dry completely.

- Select the locations where you want to plant the nuts. The best time to plant is after an autumn rain while the ground is still moist. If you are planting nuts directly in the ground, simply create a hole using a stick or narrow rake. The depth should equal the diameter of the nut (usually about one inch).
- Once seedlings are well established, (e.g. after at least one year of growth), dig the seedling and its roots out of the soil and wrap it in a small section of wet newspapers for distribution to planting project.
- Place each seedling with the moistened newspaper in a plastic bag — newspaper sleeves work well — and loosely secure with a rubber band. Distribute the seedlings as soon as possible. Make sure to have a first aid kit available.

Who Can Help —

Volunteers: This can be a chapter-wide, nut scavenging effort. Employ volunteers to gather, sort, and prepare the nuts to plant. Start with 25 to 50 volunteer members.

Partners/Sponsors: U.S. Forest Service, state forestry agencies, and regional forest conservation groups; local chapters of conservation organizations and other IWLA chapters.

Technical and Other Support: U.S. Forest Service, state forestry agencies, local garden centers and private nurseries, and regional forest conservation groups. Refer to the article entitled “**How to: Collect and Plant Native Nuts**” from *Outdoor America* magazine on the League’s Web site (www.iwla.org, navigate to News and Publications, click on Publications, and then scroll down to How Tos).

Dollars and Cents —

Expenses: Materials needed: burlap, mesh, or paper sacks, one-gallon re-sealable plastic bags, air-tight containers, peat moss, a large plastic tub, wire screens, a long stick or narrow rake, old newspapers, plastic grocery bags or newspaper sleeves, and rubber bands. Total supply cost should not exceed \$50.

Revenue: To offset expenses, consider asking state forestry agency for equipment contributions.

Getting the Word Out —

Advertise through your chapter newsletter and Web site. Send a pre-event press release to local media outlets, particularly those with events sections. Send a post-event release with photos of volunteers gathering nuts in the field, or raising and distributing seedlings. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful REFORESTATION WITH NATIVE NUT-BEARING TREES Projects —

Hamilton, OH
Wildlife Achievement, MD

Rockville, MD

Fullerton, CA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

SAMPLE CONSERVATION PROJECTS

CATEGORY: **SUSTAINABLE COMMUNITIES**

CATEGORY: SUSTAINABLE COMMUNITIES

PROJECT – COMMUNITY RECYCLING

Description –

Many chapters conduct projects to recycle used items and other resources, especially where government recycling programs are limited or non-existent. Other unwanted consumer goods, either donated or found, can be refurbished and sold. For example, several chapters maintain a base of operations or re-use centers for recycling and selling used, but very usable, furniture, appliances, books, toys, and clothing. Chapters with shooting facilities can also recycle fallen bullet brass, mine the spent lead shot from trap and skeet fields and the bullets from impact berms, and collect and resell used empty shotgun shell hulls for reloaders.

Benefits –

Recycling used products saves natural resources, helps to conserve energy, protects our air and water, and reduces the burden on landfills. Collected materials can also be made into new products and sold again. When you establish a recycling program, you are not only conserving natural resources, you are educating the public on ways to have a positive impact on the environment.

Key Steps –

- To set up a local recycling program, begin by working with your state and county to identify what is recyclable in your community.
- Identify what materials your chapter will collect for recycling, how much of it you can handle, and the scope of your operation (for example, whether you will have one or multiple collection sites).
- Find a recycling service provider. Do they haul away recyclables, or do you need to contact a local solid waste company?
- Acquire recycling bins. Trash haulers may make these available to you.
- Label both trash and recycling bins clearly. People will be less likely to confuse the trash and recycling bins if they are clearly marked.
- Set up drop-off sites in convenient locations throughout the community.
- If working on a smaller scale (with a chapter, church, or school), secure their commitment to promote and help implement the recycling collection program.
- Distribute and monitor recycling bins.
- Let the community know this service is now available.
- Designate someone to serve as a community recycling liaison.

- Organize recycling drives.
- When you sort recyclables, remember to wear gloves and to handle sharp items carefully.

Who Can Help —

Volunteers: Starting a small recycling program in your community that has collections sites at your chapter property, a school, or a church requires one to three people. To monitor the program on a scheduled, consistent basis requires about 15 volunteers.

Partners/Sponsors: State natural resources or environmental agencies and county government solid waste departments, local anti-litter coalitions, National Recycling Coalition, Keep America Beautiful, homeowners associations, watershed groups, local schools, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: State agencies and county government, local anti-litter coalitions, Keep America Beautiful, homeowners associations, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Dollars and Cents —

Expenses: Expenses include trash removal and recycling receptacles. Start-up should not exceed \$1,000.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). Local and county governments may provide recycling receptacles and removal service. Your chapter may even earn hundreds or thousands of dollars each year by trading in recyclable materials, if you set up the program properly.

Getting the Word Out —

Post fliers in your community. Advertise through your local chapter. Send press releases to local media sources. Post notices on Web sites. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful COMMUNITY RECYCLING Projects —

(Communitywide recycling)	Talbot County, MD	
(Re-use centers)	Southern Maryland, MD	Cincinnati Chapter, OH
(Shooting components)	Loudoun County, VA	
(Christmas trees)	Bill Cook, WI	
(Chapter facilities)	Clinton, IA	Dwight Lydell, MI
Fremont, NE	Michigan City, IN	Sabula, IA
Traveller, WY	McCook Lake, SD	Staunton-Augusta, VA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: SUSTAINABLE COMMUNITIES

PROJECT — EARTH DAY**Description —**

On April 22, 1970, 20 million people across America celebrated the first Earth Day. Now Earth Day is celebrated annually around the globe. Earth Day celebrations are intended to inspire awareness of and appreciation for the Earth's environment.

Benefits —

Earth Day is one day in the year when businesses and industries actively seek to partner with environmental organizations to celebrate conservation. An Earth Day event can bring visibility to your chapter and attract new members.

Key Steps —

- Identify a need in your community, particularly one that might draw media and volunteers.
- Pick a conservation project that fits the need, such as a stream or roadside cleanup, watershed walk, education workshop, tree-planting event, or other project listed in the manual.
- Secure a site to host the event.
- Work with area business to obtain in-kind donations or sponsorship for the day.
- Provide snacks, drinks, and League brochures and other giveaways to participants.
- Make sure to have several youth-friendly activities available.
- Invite a government official to speak at your event.
- Remember to have first aid kits, sunscreen, and insect repellent. Be sure to use gloves and beware of broken, sharp items (such as glass or needles) if picking up trash.
- In wooded areas or near the water, use the buddy system to keep children safe. Require personal floatation devices (PFDs) for activities in or near deep water or on vessels.

Who Can Help —

Volunteers: Depending on the project, and considering Earth Day's mass appeal, recruit 20 to 50 volunteers to operate events, concessions table, registration, and other duties that arise.

Partners/Sponsors: Earth Day Network; Environmental Protection Agency; Natural Resource Conservation Service; state natural resources, fish and wildlife, or forestry agencies; local anti-litter coalitions; Keep America Beautiful; homeowners associations; schools; watershed groups; local chapters of conservation organizations; and other IWLA chapters.

Technical and Other Support: State natural resource agencies and local (town, city, township, county) governments.

Dollars and Cents –

Expenses: Costs will depend on the type and scope of your event and whether you provide food. Consider spending as little as \$100 or as much as \$500 to \$1,000 for a one-day event.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). State highway departments may provide trash bags and removal service if you opt to hold a litter cleanup.

Getting the Word Out –

Send a pre-event media release to local outlets, and a post-event release with photos. Photos might include volunteers working with youth during educational activities, the keynote speaker, or collected piles of recovered litter. Distribute event fliers through participating schools. Promote the event in your chapter newsletter and on your Web site. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful EARTH DAY Projects –

Bethesda-Chevy Chase, MD
Des Moines, IA
Central New York, NY

Brown County, WI
Anthony Wayne, OH
Navphibase, VA

Silverton, OR
Prairie Woods, MN
St. Joseph County, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: SUSTAINABLE COMMUNITIES

PROJECT – ROADSIDE LITTER CLEANUP

Description –

Organize and conduct a community highway or roadside litter cleanup by mobilizing volunteers, both members and non-members.

Benefits –

A litter cleanup removes litter and other debris from public roads. It can also help keep the trash out of local waterways. Your chapter will receive recognition in the community for conducting a litter project, and your efforts will educate others about not littering. Cleanups are also an excellent way to attract new members.

Key Steps –

- Identify a heavily littered section of highway or road.
- Contact the appropriate transportation agency to see if you need to register your activity or become part of an “Adopt-a-Highway” program.
- Arrange with a local trash hauler or highway department to remove the debris you collect. Decide whether you will separate recyclable items or seek an arrangement with the trash hauler to handle them. Make sure that the hauler intends to dispose of all items in accord with local environmental ordinances. Designate a drop-spot (an area where volunteers can leave filled trash bags for removal).
- Designate a gathering point where volunteers meet before and after the cleanup.
- Provide volunteers with heavy-duty trash bags and work gloves.
- Post “work area ahead” highway warning signs and safety flags in advance along areas where you are conducting your cleanup. Provide orange safety vests for your volunteers and require that they walk toward the flow of traffic and use extreme caution along narrow road shoulders. Use the buddy system along the road for added safety and to closely monitor young volunteers.
- Provide snacks and drinks at the gathering place for volunteers. Consider posting education displays or providing literature about litter’s effect on the environment for volunteers to read during breaks.
- Record the amount of trash (bags, pounds, or tons) removed, and note any unusual trash items collected.
- Commit to maintaining this designated litter site on a consistent, regular basis. At a minimum, League members should gather four times a year to clean their adopted section of road.

- Pick up trash wearing gloves. Beware of broken, sharp items (such as glass, nails, or needles). Bring first aid kits, sunscreen, and insect repellent.

Who Can Help –

Volunteers: Small events can operate with six to 12 volunteers; larger events call for 50 to 100 volunteers.

Partners/Sponsors: Local anti-litter coalitions, Keep America Beautiful, homeowners associations, state transportation or highway agencies, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: State natural resource agencies, state transportation or highway agencies, and local (town, city, township, county) governments.

Dollars and Cents –

Expenses: Trash removal, \$200 to \$1,000; heavy duty work gloves and trash bags, \$200; meals, \$200; if your chapter plans to transfer trash independently, fuel cost, \$200; random last-minute items, \$200. The total for an entire day should not exceed \$1,800.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). State highway departments may provide trash bags and removal service. Area businesses, such as hardware stores, may provide or donate work gloves. Recyclable items such as copper, aluminum, and beverage cans may generate revenue.

Getting the Word Out –

Send a pre-event press release to local media; follow up with a post-event release with photos of volunteers working and piles of recovered trash. Take pictures of the event for publicity and remember to record the amount of trash (bags or tons) removed and any very unusual trash items collected. This information makes great stories for the press. If your chapter is an Adopt-a-Highway sponsor, take photos of volunteers standing by the state-issued recognition sign along with gathered trash. Promote the project in your chapter newsletter and on your Web site. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful ROADSIDE LITTER CLEANUP Projects –

Champaign County, IL
Pikes Peak, CO
Arlington-Fairfax, VA
Monongalia County, WV

Grand Island, NE
Owatonna, MN
White River Chapter, NC

Mountaineer, WV
Bethesda-Chevy Chase, MD
Travelle Chapter, WY

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: SUSTAINABLE COMMUNITIES

PROJECT — VERMICOMPOSTING

Description —

Vermicomposting, or worm farming with compost, is the process of recycling food waste with organic materials by feeding it to worms in a self-contained bin. Native worms play an important ecological role and are particularly beneficial to agriculture.

Benefits —

The waste generated by the worms — called castings — combines with decomposed newspaper and other types of bedding to create rich compost you can use in your garden. Because a worm will eat its weight in table scraps in a day, vermicomposting is a triple win: you recycle waste; you produce organic fertilizer for house and garden plants; and you raise worms for fishing.

Key Steps —

- Obtain a wooden, metal, or plastic bin with a fitted lid for the worm farm and drill a dozen or so ¼-inch drainage holes in the bottom to promote air circulation.
- Provide bedding. Bedding gives the worms a home, but also holds moisture and contains the food waste. Bedding material must be biodegradable and light enough to allow air exchange. It must also be free of chemicals or pesticides. Cardboard, newspaper, or computer paper shredded into thin strips works well; glossy or colored paper does not. Leaves may be used, but only if they are free of insects, road salts, and chemicals.
- Moisten the bedding with water, and then wring it out before adding it to the bin. For even more worm-friendly bedding, add some peat moss, sterilized soil or sand, crushed eggshells, or ground limestone.
- Purchase the worms. Don't obtain just any worms — night crawlers and other garden worms fare poorly in bins. Red worms (*Eisenia foetida*) reproduce quickly and eat voraciously, making them the worm of choice for vermicomposting. You will need about one pound of worms per pound of daily food scraps.
- Keep a container by the kitchen sink to collect your discards. Worms are like goats — they'll eat just about anything. But the best choices for vermicomposting are fruit and vegetable scraps. Rinse banana peels to avoid fruit flies. Crushed eggshells add grit and calcium. Leftover pasta, old bread, coffee grinds, and tea leaves are all fine, too. Don't use meat or dairy products — they'll create bad odors.
- Bury the food scraps in the bedding, using a different area each time. Every three to six months, move the resulting compost to one side of the bin and add new bedding to the empty half. Then

bury new food waste in the new bedding only. The worms will follow the scraps, and once they've moved over, you can harvest the compost.

- Store harvested compost in a plastic bag until you're ready to use it. Worm compost is more concentrated than other compost, thanks to the worms' hardworking digestive systems. For houseplants, you can mix the compost with potting soil or spread a layer of it on top. In the garden, you can use it as mulch or mix it into the soil. Finely screened compost can be combined with potting mixes for seeds or sprinkled onto the lawn as a conditioner.
- Always use gloves when working with the compost.

Who Can Help —

Volunteers: It takes one volunteer to create and maintain a vermicomposting bin. Consider convening a group of 10 to 12 youth members to separate the compost from the worms.

Partners/Sponsors: Area food markets, hardware stores, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: Agricultural extension services, state natural resource agencies, and local (town, city, township, county) governments' solid waste units. Refer to the article entitled "**How to: Vermicompost**" from *Outdoor America* magazine on the League's Web site (www.iwla.org, navigate to News and Publications, click on Publications, and then scroll down to How Tos).

Dollars and Cents —

Expenses: An average storage bin costs \$10 at an area building supply store. You can buy red worms from growers, bait shops, garden centers, or through the mail at an average cost of \$20 per pound.

Revenue: Consider asking area food markets for perished or expired vegetable and fruit items to start your worm bin. Sell the worms to local anglers or at a chapter fishing event.

Getting the Word Out —

Promote your worm bin through your chapter newsletter and Web site. Advertise in the schools; in fact, you might want to take the worms on a tour of area schools. Teach area children about composting, the ecological role that worms play, agricultural practices, and the League. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful VERMICOMPOSTING Projects —

Capitol Youth, MD (Contact IWLA National Office for details)

Dwight Lydell, MI

Griffith, IN (Contact Jim Sweeney)

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

SAMPLE CONSERVATION PROJECTS

CATEGORY: **WATERSHED AND WETLANDS**

CATEGORY: WATERSHED AND WETLANDS

PROJECT — LAKE AND POND PRESERVATION AND MANAGEMENT

Description —

Restore or protect a lake or pond for fish and wildlife habitat and community enjoyment. Restoration is one way to return a polluted or declining body of water to health. The project may include stabilizing banks, restoring water sources (stream, spring seeps, wetlands) flowing into the pond or lake, removing invasive species, eliminating excessive algae blooms, monitoring sources of offsite nutrient and chemical pollution, or installing structures to create fish habitat to help bring a lake or pond back to a fully functioning state.

Benefits —

A healthy lake or pond with a good balance of vegetation, insects, crustaceans, fish, reptiles, and amphibians can support many species of animals and birds and serves as an excellent living classroom. Lakes and ponds also provide recreational enjoyment for anglers, boaters, and wildlife watchers. Fishing derbies and other water resource-based youth events can introduce children to outdoor recreation and may attract new members to your chapter.

Key Steps —

- Assess the health of your lake or pond using the League's Save Our Streams standards. A healthy system has a lot of dissolved oxygen to support aquatic life, a variety of native aquatic and shore plants, relatively clear water free of excess sediment, and not too much algae. It should support a diversity of fish, insects, crustaceans, amphibians, and reptiles. Consider restoring your lake or pond, focusing on areas that most need attention.
- If your lake or pond is suffering from erosion problems, consider creating a shoreline buffer of vegetation and/or rocks to hold soil in place. If the pond is clogged with sediment, a vegetative buffer can filter excess sediment from rain runoff and improve water quality. Shade from shoreline vegetation can increase oxygen levels by decreasing water temperatures.
- Invasive plants or animals can also wreak havoc on natural lake or man-made pond systems. If you have invasive plants or animals, you may want to find ways to control and manage them. Pulling weeds along the shoreline is one way to engage volunteers in lake management. You can also educate boaters and anglers about the importance of keeping their equipment clean so they don't introduce an invasive species into your lake.
- Keep your lakeshore trash free. See the sample conservation project description **Waterways Litter Cleanup** for more details.
- Use your healthy lake or pond as a resource for the community. Invite schools and youth groups to explore aquatic life with nets, or hold fishing derbies and educational workshops to engage youth

in outdoor recreation. Invite members of the community to fish, canoe, or watch wildlife in and around the pond. Water quality monitoring, trash cleanups, and invasive plant removal are also good volunteer projects to connect the community with your lake or pond and your chapter.

- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions.

Who Can Help –

Volunteers: To assess the health of an existing lake or pond, you will need at least two or three dedicated volunteers to lead the effort, collect data, and work with partners or contractors as needed for more labor-intensive tasks. For trash cleanups, invasive plant removal, and monitoring activities, you may engage 10 to 50 volunteers, depending upon the size of the lake or pond. Educational and recreational activities may engage 50 to 100 community members, with 5 to 10 volunteers organizing and leading activities.

Partners/Sponsors: Local anti-litter coalitions, Keep America Beautiful, homeowners associations, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: The Natural Resources Conservation Service, U.S. Army Corps of Engineers, state natural resources and fish and wildlife agencies, agricultural extension service (for ponds), local governments, universities, and private consultants and excavation contractors.

Dollars and Cents –

Expenses: Equipment for monitoring lake or pond conditions may include a Secchi disk to measure water clarity, and probes or test kits to measure dissolved oxygen and turbidity. These items cost approximately \$100 to \$1,000. Chemical treatment for algae blooms on ponds and smaller lakes varies, but may run \$100 to \$250 annually. Restoring an existing lake or pond, including new construction, can range from \$5,000 to \$200,000 or more. If you are holding an event for the public or conducting a youth education event, you will need to budget for materials, fliers, food, and giveaways, depending on how you organize the event.

Revenue: Instead of purchasing monitoring equipment, borrow it from a government agency, university, or other conservation group. Seek grants for lake and pond restoration or creation.

Getting the Word Out –

Send a pre-event press release to local media and a post-event follow-up release with photos of your project and information about the importance of all waterways to the community. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful LAKE AND POND PRESERVATION AND MANAGEMENT Projects –

Berks County, PA
Mahaska County, IA
Hamilton, OH

Lincoln, NE
McCook Lake, SD
Anthony Wayne, OH

Champaign County, IL
Griffith, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: WATERSHED AND WETLANDS

PROJECT – STREAM MONITORING

Description –

Chapter members test the water quality of local streams using either chemical test kits or the League's Save Our Streams (SOS) biological monitoring method. Under the biological method, volunteers collect and identify aquatic macroinvertebrates (stream insects and crustaceans) and determine a water quality rating of excellent, good, fair, or poor based on the diversity of insects found and their varying tolerances to pollution.

Benefits –

Stream monitoring is an easy, hands-on project that serves as an excellent community outreach tool. The data that volunteers collect is used to determine stream health, identify potential pollution problems and solutions, and advocate for better stream protection. Monitoring can be used before and after restoration projects to determine whether or not restoration is working, and to suggest changes needed to improve success. Monitoring is also a great way to introduce youth and adults to streams and conservation. Opening monitoring workshops to the community is a great way to recruit new members.

Key Steps –

- Choose a stream to monitor. Make sure the stream is easily accessible and that the water is below knee level.
- To train volunteers, organize a one-day workshop on monitoring techniques that is open to the public.
- Contact the League's National Office for help with setting up trainings. Make sure instructors are Save Our Streams-certified.
- Following the workshop, purchase or borrow stream monitoring equipment, including Save Our Streams publications, waders, monitoring nets, and other supplies. Monitoring instructions, data forms, and field guides are available through the IWLA National Office. The League's Web site, www.iwla.org/sos, also lists sources of equipment.
- Schedule regular monitoring events for your volunteers. Monitoring should take place at the same site four to six times per year.
- Make sure monitoring volunteers take safety precautions. Provide first aid kits, sunscreen, and insect repellent to workshop participants and monitoring teams. Beware of broken, sharp items in the water. Make sure participants can identify poison ivy.

Who Can Help –

Volunteers: Two Save Our Stream-trained instructors are needed for a class of 30 participants. Two additional volunteers are needed for food preparation; one to two for administration and registration;

and one volunteer for taking photographs. A monitoring session requires three to five volunteers for two to four hours per monitoring site.

Partners/Sponsors: Area colleges and/or biology professors; naturalists, representatives from natural resource agencies, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: State natural resource agencies and local (town, city, township, county) governments; area colleges and/or biology professors; naturalists, representatives from the U.S. Environmental Protection Agency (EPA), watershed groups, local chapters of conservation organizations, and other IWLA chapters. Also contact the Izaak Walton League National Office for assistance at (800) BUG-IWLA or sos@iwla.org.

Dollars and Cents –

Expenses: SOS biological monitoring requires: a kick-seine or D-frame net, thermometer, map to mark location, ice cube trays, white table cloth or sheet, pencils, tweezers, monitoring instructions and data form, a magnifying glass, macroinvertebrate identification field guides, and clip boards, all of which can be purchased for about \$150. Optional items include: waders, insulated gloves, a field microscope, pH meter, global positioning system (GPS) unit, and other chemical test kits. These items will cost between \$150 and \$300. If you provide food or drinks for the workshop day, you'll need to factor in those costs for participants and volunteers.

Revenue: IWLA's National Office can advise chapters on how to best raise local funds to host a training event with IWLA staff that would include equipment costs. Small grants for equipment are available from many local community foundations and state agencies. The IWLA Endowment also supports stream monitoring projects.

Getting the Word Out –

Send a pre-event press release to local media and a post-event release with photos of volunteers monitoring the stream and collecting data. Use community calendars in newspapers, your chapter newsletter, fliers, and partnerships with other local organizations to advertise workshops. Post your workshop on your chapter Web site and use local listservs to reach community members. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful STREAM MONITORING Projects –

Potomac, MD	Sioux Falls, SD	Central New York, NY
Mountaineer, WV	Rockville, MD	Diana, IN
Sportsman's, MD	Bush Lake, MN	Cincinnati, OH
Arlington-Fairfax, VA	Southern Maryland, MD	Virginia Save Our Streams, VA
Orange, CA		

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: WATERSHEDS AND WETLANDS

PROJECT – STREAM RESTORATION

Description –

Stream restoration can help to return a polluted or failing stream to a health. This project often includes stabilizing banks, removing disturbances, or altering the shape of the stream channel, as well as fencing cattle out to reduce erosion and create fish habitat.

Benefits –

Streams are unique features that connect landscapes and communities, providing vast environmental, social, cultural, and economic value. They provide vital fish and wildlife habitat, as well as water for drinking, irrigation, industry, power production, transportation, flood control, fishing, boating, swimming, and other recreational enjoyment. Restoring a stream can increase its value for people and wildlife, and can provide many opportunities for volunteer projects at your chapter.

Key Steps –

- Select a stream and assess its health and condition. Determine the watershed boundary, which includes all of the land that drains into the stream. Using maps, aerial photographs, local knowledge, and organized watershed walks, identify potential sources of pollution in the watershed. Next, walk the length of the stream to identify problems such as erosion, lack of streamside vegetation, and pipe outfalls. Monitor water quality to determine whether or not the stream supports life. Make sure you obtain landowner permission before entering any private property. For more monitoring methods, refer to sample **Stream Monitoring** project description.
- Assemble a technical expert team to help with your stream assessment efforts. Use the information gathered to prioritize restoration sites so that you start with the problems that need to be solved first. Restoration techniques may include one or more of the following remedies.
- Fence out cattle. When cattle enter streams to drink water or to cross, they trample the banks, causing erosion that threatens trees and produces excess sediment that smothers fish and their eggs. Cow manure can cause harmful algal blooms that sap the stream's dissolved oxygen. Fencing cattle out of streams creates stabilized crossing areas and allows streams to improve on their own.
- Plant riparian buffers. Vegetation growing along streams provides shade and food necessary for aquatic life. Vegetation traps and filters pollutants from rain runoff, and the roots strengthen stream banks and prevent erosion.
- Get involved in land-use planning. Stream restoration is most effective when combined with a sound land-management plan. Attend planning commission meetings, participate on a commission or task force to review planning regulations, or review and comment on land use plans or zoning ordinances to make sure land use practices support healthy streams.

- Stabilize eroding streambanks. There are several conservation-minded ways to stabilize eroding banks while still maintaining excellent fish and wildlife habitat. Consult with technical experts in the planning, design, and installation of these projects.
- When working with power equipment, rely on experienced operators, follow all instructions, and use safety precautions.

Who Can Help –

Volunteers: Watershed and stream assessments and monitoring can be done by five to 50 volunteers, depending upon the size of the stream and its watershed. Tree plantings and some bank stabilization techniques may take 10 to 50 or more volunteers, depending upon the size of the project. Fencing and more structural stabilization techniques should be installed by professionals.

Partners/Sponsors: State and local natural resource agencies, homeowners associations, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: Federal natural resource and state fish and wildlife agencies and local (town, city, township, county) governments, schools and universities, consulting firms, other conservation organizations, and IWLA national staff for support materials.

Dollars and Cents –

Expenses: Monitoring and assessment may require clipboards, maps, global positioning system, or GPS units, and chemical or biological equipment listed in the stream monitoring section. Cost is approximately \$100 to \$1,000. Costs will vary greatly depending upon the size and scope of these projects: Tree plantings require trees, digging tools, and tree tubes and may cost \$500 to \$5,000. Fencing projects include fence materials, professional labor, and stones, wood, and labor for stabilized crossings may cost from \$1,000 to \$10,000. Stream bank stabilization projects may cost \$5,000 to \$200,000.

Revenue: To offset expenses, consider borrowing monitoring equipment from a government agency, university, watershed group, or other conservation organization. Often, nurseries or government agencies are willing to donate trees for planting projects. Government agencies and private foundations may also provide grant funds for these types of projects.

Getting the Word Out –

Send a pre-event press release to local media, a post-event release with photos of volunteers working, and before and after photos of stream restoration work. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful STREAM RESTORATION Projects –

Elgin, IL	Central NY, NY	Travelle, WY
Wayne, OH	York, PA	Bill Cook, WI
Talbot County, MD	Greater Seattle, WA	Izaak Walton Cottage, UK

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: WATERSHED AND WETLANDS

PROJECT – WATERWAYS LITTER CLEANUP

Description –

Organize and conduct a community waterways cleanup by recruiting volunteers (both members and non-members) to remove discarded items along stream and river banks and in river corridors.

Benefits –

This project removes litter and other debris from our waterways. Litter in streams can interfere with spawning beds and injure fish, wildlife, and people. Litter can also inhibit the free flow of water and hinder recreation. By removing litter, your chapter will earn recognition for its efforts to promote fishable and swimmable waters, while improving the community's potential drinking water sources.

Key Steps –

- Choose a project leader and several other people to plan the event. Meet to determine and assign tasks.
- Select a stream or river for your cleanup project.
- Choose a time when weather is milder, such as late spring or early fall. Set a date and time at least two months in advance, along with a place (with easy public access) for volunteers to meet.
- Obtain permission from property owners to access the site during cleanup dates.
- If applicable, register your group and site with state natural resources agencies' or highway departments' Adopt-a-Stream programs.
- Obtain equipment and supplies, including trash bags and gloves, food and drinks for volunteers, and first aid supplies. You may also want to use canoes, kayaks, or waders to reach trash in the water.
- Arrange with a local trash hauler or the highway department to remove collected debris from a designated spot once the cleanup is over.
- Have a manned registration table and ask volunteers to sign up and provide contact information so you can invite them to other events. Provide chapter membership information at the table.
- Start the cleanup effort with a brief program. Welcome and thank volunteers and discuss safety issues. You can also use this time to educate participants about pollution prevention, introduce your chapter, and thank volunteers and donors.
- Assign segments of shoreline or waterway to each team of two volunteers. Volunteers on foot can work along a designated section of streambank. Volunteers in canoes or kayaks can pick up floating trash or sunken garbage. Use larger vessels or trucks to haul trash to your pre-arranged pick-up point, if needed.
- Designate a gathering point where volunteers meet after the cleanup and drop off collected trash. Record the amount of trash (bags, pounds, or tons) removed, and note any unusual trash items collected.

- Commit to maintaining this designated section of stream or river on a regular basis. At a minimum, League members should gather two to four times a year to clean adopted sections of waterways.
- Remember first aid kits. Beware of poisonous snakes. Monitor hypothermia. Require personal floatation devices (PFDs) when in deep water or on vessels, and use the buddy system to ensure safety. Arrange for proper and legal removal of recovered trash.

Who Can Help –

Volunteers: Depending on the length of the waterway you choose, access to vessels, and anticipated amounts of debris, 10 to 50 volunteers are manageable with three to five volunteer managers.

Partners/Sponsors: Local anti-litter coalitions, Keep America Beautiful, homeowners associations, watershed groups, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: State natural resource agencies and local (town, city, township, county) governments, state highway or local transportation departments.

Dollars and Cents –

Expenses: Your budget should account for trash removal, supplies, meals, trash bags, and orange safety vests. Canoe or boat rental and a movable dumpster lease come at higher costs. You may also want to provide, or ask volunteers to bring, work gloves, work boots, waders, and rakes. Volunteers may also be able to bring canoes and paddles, boats with outboard or trolling motors, and PFDs. Total cost can range from a minimal amount to \$1,000.

Revenue: To offset expenses, consider asking area businesses for contributions (cash or in-kind services). State highway departments may provide trash bags, safety vests, and removal service. Valuable recyclables include items made of copper and aluminum. Be sure to arrange ahead of time how you will separate and handle these items.

Getting the Word Out –

Send a pre-event news release to local media and a post-event release with photos of volunteers working and collected piles of recovered trash. Take pictures of the event for publicity and remember to record the amount of trash (bags, pounds, or tons) removed and any unusual items collected. This information makes great stories for the press. Promote the cleanup in your chapter newsletter and on your Web Site. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful WATERWAYS LITTER CLEANUP Projects –

Des Moines, IA

Wildlife Achievement, MD

Cypress Chapter, FL

McCook Lake Chapter, SD

Cincinnati, OH

Warren County, VA

Tennessee Chapter, TN

St. Joseph County, IN

Rockville, MD

Central New York Chapter, NY

Suffolk-Nansemond Chapter, VA

Silverton, OR

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: WATERSHED AND WETLANDS

PROJECT — WETLANDS CONSERVATION

Description —

Wetlands conservation includes activities that conserve, protect, and restore, as well as educate people about, wetlands. Marshes, swamps, bogs, and fens — are ecosystems with both terrestrial and aquatic characteristics. They usually have surface water or wet, waterlogged soils and plants that are adapted to wet conditions.

Benefits —

Wetlands provide vital shelter, food, and spawning and nesting sites for fish and wildlife. They purify drinking water by filtering polluted runoff, reduce flooding and drought by storing water and slowly releasing it, buffer and protect coastlines from erosion, and provide hunting, fishing, and other recreational opportunities. Wetlands also are excellent living laboratories that offer unique experiences for students of all ages. Wetland conservation allows a chapter to provide many of these benefits to the community while engaging volunteers in hands-on learning and on-the-ground conservation activities.

Key Steps —

- Turn a wetland into an educational center. Coordinate field trips to a wetland on chapter property or in the community for clubs and school groups. Ask a local wetland scientist to point out unique features along the tour. Provide access, such as boardwalks, for people to visit the wetland without damaging plants. Erect interpretive signs throughout the area.
- Remove invasive plants and plant native vegetation to allow native vegetation that may be more beneficial to wildlife to reestablish in the area. Enlist the help of local botanists, wetland scientists, or government agency employees before developing a plan to control invasive vegetation. Planting native vegetation provides wildlife habitat and increases the wetland's ability to reduce pollution.
- Host a workshop for the community on wetland ecology and conservation. Invite local expert speakers or ask the IWLA National Office for assistance.
- Advocate for wetland protections in your community. Find out about existing wetland protections and how you can lobby for increased protections and funding for wetland conservation programs.
- Be wetland watchdogs. Provide comments on applications to alter wetlands and report violations of wetland laws. Contact the Army Corps of Engineers office in your state and ask to be notified of permit applications in your area.
- Create a wetland. Scope out your site. Size your pond. Dig out the site. Line the bottom and fill your wetland. Vernal ponds provide wildlife habitat and feeding grounds, attract mosquito-eating critters, reduce runoff, and serve as teaching tools.

- Buy a wetland. Purchasing land or holding a conservation easement are great ways to protect local wetlands from development. Foundation grants often are available for key land purchases.
- Restore a wetland. The federal government has several programs that provide technical and financial assistance to landowners interested in restoring or conserving wetlands on their properties. These include the Wetland Reserve Program, Conservation Reserve Program, and Wildlife Habitat Incentives Program. Contact your Natural Resources Conservation Service office for more information.

Who Can Help –

Volunteers: The number of volunteers will vary, based on the scope of each project. Organizing wetland purchases, participating in the permit process, and advocating for wetland protections may be carried out with three to five volunteers. Hosting workshops, planting native vegetation, and using a wetland as an educational center may require five to 30 volunteers.

Partners/Sponsors: Watershed groups, federal, state, and local natural resource agencies, local chapters of conservation organizations, and other IWLA chapters.

Technical and Other Support: Federal and state natural resource agencies and local (town, city, township, county) governments, consulting firms, universities.

Dollars and Cents –

Expenses: Expenses will also vary widely, based on the scope and type of each project. Land purchases and restoration may cost up to several million dollars. Workshops, plantings, and educational activities may cost up to \$1,000. Advocacy and watchdog projects may incur very minimal costs of under \$100.

Revenue: The Wetlands Reserve Program can provide income for the chapter or landowner. You may also be able to harvest timber or other valuable resources from your wetland. Foundation grants and government agency funds are often available for land purchases and restoration projects.

Getting the Word Out –

Media releases, presentations at meetings of other organizations, fliers, and announcements in conservation and civic group newsletters are all ways to inform the community about your project. Use your newsletter and Web site to promote the project within your chapter. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this project by promoting the League and recruiting them as new members.

Chapters With Successful WETLAND CONSERVATION Projects –

Jacques, MN	Southern Maryland, MD	Bethesda-Chevy Chase, MD
Owatonna, MN	Rochester, MN	Cypress, FL
Suffolk-Nansemond, VA	Green Lake Area, WI	Rome, NY

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).



UNIT V:

OUTDOOR RECREATION AND ACTIVITIES

UNIT V:

OUTDOOR RECREATION AND ACTIVITIES



SUMMARY — The League’s mission states that we should: “promote means and opportunities for the education of the public with respect to such resources and the *enjoyment and wholesome utilization* thereof.” Our founders knew that people who enjoyed outdoor recreation would be more likely to take up the cause of conservation. Today, our chapters continue that tradition, providing people with a variety of ways to enjoy the outdoors.

This unit offers ideas and management guidance for outdoor recreation activities. At the end of this unit, there is a “how-to” outdoor activities section. Each two-page description presents an actual outdoor activity successfully conducted by League chapters that advances our dual mission of conservation and outdoor recreation.

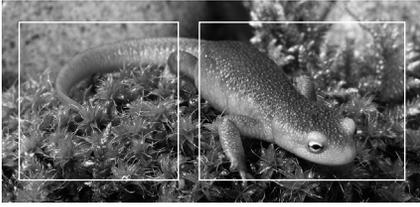
Chapter Grounds

Our chapters provide opportunities for friends, families, and neighbors to participate in a wide range of outdoor recreational activities. Over one-half of League chapters own or lease facilities with chapter houses, fishing ponds, shooting ranges, nature trails, or other outdoor attractions. Nearly 70 percent of these chapters have maintained membership, experienced growth in member participation, and continued to serve our conservation mission.

When seeking land or adding acreage to an existing property, chapters should consider whether or not the land is suitable for a variety of recreational activities. For example, most chapters find a site on or adjacent to water highly desirable. Chapters should also decide in advance whether they want to add shooting ranges, picnic tables, and other outdoor facilities for use by members, other groups, or the public. Of course, convenience and accessibility to the community and the members are also important in choosing land to purchase.

Owned — Owning the property gives a chapter a great deal of flexibility in providing outdoor recreation activities for members and the community. The best way to acquire land is through a gift as a tax-deductible donation. This requires that a chapter either have its own 501(c)(3) determination from the IRS, or that it operates under the National Office’s 501(c)(3) umbrella. The

Our founders knew that people who enjoyed outdoor recreation would be more likely to take up the cause of conservation.



Chapters should find ways to use their properties to expose members and the public to the outdoors.

owner of the land may make a direct donation to your chapter or sell the property at a reduced rate so that he or she can still take a tax deduction.

Purchasing property and building a chapter house is one of the biggest single undertakings a chapter can take. To do both jobs right requires cooperation from all of the members. But if you can harness your members' enthusiasm for the project, you will find your chapter has a new home and property much sooner than you thought possible.

Leased — Given the price of land today, acquiring property outright may not be a viable option. Although leasing may limit chapter activities and property improvements, it can provide many of the same membership and public benefits as fee-title ownership. Many chapters have benefited from lease-to-buy options.

Facilities

A chapter house and property provides a central point for the League's programs in the community, attracts members, and serves as a binding force for holding the organization together. Chapters should find ways to use their properties to expose members and the public to the outdoors, teach outdoor recreational skills, instill a conservation ethic, and recruit new members and supporters. Here are a few suggestions on how to use your chapter's property to involve more people in outdoor recreation and conservation.

Nature — Nationwide, wildlife viewing has far more participants than hunting and fishing. Chapter nature trails with interpretive signs are popular wildlife viewing stations, particularly in mixed habitats such as forests, open fields, along streams, wetlands, and beside open water. Marked trails may also be used for hiking, biking, and horseback riding. In addition, many League chapters have forest arboretums with tree identification signs and nature and native grassland preserves. These facilities can be used year-round for nature tours, bird watching, school field trips, college-level field course work, and other activities.

Camping — Campers enjoy spending time in nature and away from civilization. While some people will head for the backcountry of national parks or other public lands, others will frequent publicly owned natural areas and privately owned campgrounds, such as those owned and run by a League chapter.

Camping may involve the use of a tent, a primitive structure, or no shelter at all. Simple day camp sites may include a parking pad, picnic table, and fire ring or elevated grill, or a pavilion for group outings. Overnight camp sites may range from fairly primitive sites to ones that provide electrical, septic, and water accommodations for recreational vehicles or camper trailers.

A chapter's camping facilities may be used for members' family outings, organized trips for Boy and Girl Scout units, or as outdoors training for youth, women, and citizens with special needs. Camp sites also are an inexpensive form of accommodation for members and visitors attending a chapter's event, such as a sporting meeting, open house, or festival.

Aquatic Activities — Many chapters use water resources — man-made ponds and lakes, streams, lakeside frontage, and river access — for fishing, swimming, ice skating, nature observation, and boating. But with open bodies of water come special safety and environmental considerations. For example, the need to regulate access by unsupervised minors, to place lifesaving equipment in convenient areas, and require use of personal flotation devices (PFDs) in boats of all types. Chapters that own land on the water must also make sure they comply with all local, state, and federal regulations governing construction and use of inland water bodies, including wetlands.

Shooting Sports — A large number of League chapters own and operate shooting ranges across the country, including archery, rifle and pistol, skeet, sporting clays, and trap ranges. These facilities are also used for firearms safety training, hunter education courses, pre-season hunter sight-day, and youth shooting activities.

Range ownership, however, also conveys heightened responsibility for safety concerns and environmental stewardship. Chapters with shooting ranges can tap into a technical support network to help them address these issues. For example, groups like the National Rifle Association, National Shooting Sports Foundation, American Archery Council, and Amateur Trapshooting Association all provide advice and support. In addition, the League has adopted a set of nonbinding, recommended guidelines and minimum safety standards for chapter shooting ranges.

The League also has an agreement with the U.S. Environmental Protection Agency and the National Association of Shooting Ranges to promote the development and implementation of environmental stewardship plans at our chapter shooting ranges.

But it is up to each chapter to take whatever steps it deems necessary and appropriate to comply with all applicable laws and regulations, protect the natural environment, and ensure the safety of its members and guests.



But with open bodies of water come special safety and environmental considerations.



Local circumstances and chapter needs will often dictate how you manage your chapter's property and assets.

Property and Assets Management

Operations

Local circumstances and chapter needs will often dictate how you manage your chapter's property and assets. Nevertheless, here are a few important considerations.

Best Management Practices — Chapter grounds and facilities should be maintained and operated using best management practices. This means using the most effective structural or nonstructural methods for operating grounds and facilities in a safe and environmentally sound manner. In defining what this means for your chapter, seek advice from the leaders at other League chapters who have similar facilities, as well as from outside experts. Remember to put those best management practices in writing so that future chapter leaders can monitor and evaluate compliance.

Planning and Construction — Facility improvements can take years to initiate and complete. Work with your members now to develop a list of needed improvements. Once you have a list of priorities, develop a long-term plan with monthly or quarterly milestones that allows you to measure your progress and proceed in increments.

As you plan, be aware of local zoning ordinances, building codes, construction permits and other requirements. Your local government is usually the place to start when constructing a building and sewer system or road, or drilling a well. However, state and federal regulatory statutes may also apply, depending on the nature of the project, such as a man-made pond.

Financing — Your long-term outdoor recreation facility plan should also have a budget detailing costs for the project. Do not overlook the value of using your volunteers' time and skills as well as donations of materials or equipment. Among your members you may find experienced carpenters and other skilled tradesmen like electricians, masons, and plumbers.

In the absence of member expertise, the building job should be left to an experienced contractor with excellent credentials and recommendations. It's a good idea to obtain several bids from different contractors before awarding a contract. Your contractor should provide you with a signed contract and performance bond; also make sure he or she is fully licensed and insured.

You can finance your proposed improvements in several ways, including increasing annual dues, requiring new member initiation fees, selling lifetime chapter memberships, seeking donations, holding fund raisers, or applying for a loan. Seeking appropriate in-kind donations of work and materials from contractors or building supply retailers is also a common practice of chapters.

Other Considerations — In planning your project, don't forget to consider using "green building" materials and products. Properly installed, these materials can save energy and serve as an educational tool or demonstration site for members and the community. You will want to review the LEED (Leadership in Energy and Environmental Design) standards as guidance for meeting sustainability goals. Visit www.usgbc.org for more details.

As you design or update your facilities, don't forget to provide access for handicapped or disabled members and guests. Review the ADA (Americans with Disabilities Act) standards for legal guidance and recommendations.

No chapter should acquire and maintain real property, whether land, buildings, boats, or other equipment, without first incorporating. And you should plan on maintaining that corporate status. Your chapter should also secure liability and loss protection by carrying adequate insurance coverage on property owned, leased, rented, or used by the chapter. Consult a local attorney and insurance agent regarding the type and amount of insurance you need, taking into consideration the inherent risks posed by activities at your chapter.

As you map out your plan and budget, you should also anticipate increases in your property taxes as a result of any land improvements. Property taxes vary from state to state, and some may provide a tax exemption, so you will need to contact the appropriate government office for details.

Maintenance — Operations and maintenance often receive little attention while construction is underway. To protect the chapter's investment, maintenance should begin almost immediately. Be sure to add the costs for routine items like cleaning products, light bulbs, paint, gravel for road and parking lot, and gas and oil for lawn mowers in your budget, as well as more expensive items like painting. Recreation sites also require routine maintenance and equipment, such as brush cutting tools for trails and lumber for replacement target holders on the rifle range. With aging or over use, also comes the need to replace more major items like appliances, roofs, and boat docks to maintain optimum performance and ensure member safety.

To help offset these costs, chapters may decide to establish workday obligations for members. Special work days should be organized to make meeting this obligation fun for members.

Note: Unit II — Finance, Legal, and Fund Raising provides guidance on legal, financial, tax, fund-raising, and insurance issues associated with chapter property ownership and management.



To assist the chapter in monitoring, maintaining and improving recreational facilities, consider setting up subcommittees or special committees for each.

Every chapter should offer a variety of activities that introduce the public to the outdoors.

Recreational Subcommittees

To assist the chapter in monitoring, maintaining and improving recreational facilities, you may want to consider setting up subcommittees or special committees for each such facility. These committees may report to an existing standing committee or to a specific officer or director. Examples might include:

- Pond
- Nature Trails
- Campsites
- Rifle Range
- Chapter House
- Archery Course
- Trap and Skeet

Before you begin your project, you will need to recruit, train, and motivate your volunteers on the committee so they are ready to tackle and complete your new recreational project. Always try to provide an encouraging environment that offers volunteers opportunities to meet their expectations. Volunteers will devote many hours if properly motivated and feel their time and talents are well used.

Note: You can find more information on leadership development and volunteer recruitment and motivation in Unit IV — Conservation Programs and Projects (see “Chapter Conservation Projects” heading).

Chapter Outdoor Activities

Regardless of whether a chapter has its own grounds or not, every chapter should offer a variety of activities that introduce the public to the outdoors. In addition to teaching new outdoor skills and having fun, these activities:

- Educate the public on conservation issues;
- Promote responsible use of natural resources;
- Enlist the public’s support on specific measures and projects;
- Benefit members of the local community, including youth;
- Build awareness of the League and help generate new members;
- Engage your members and help develop new volunteer leaders.

Education — In many cases, practical learning goals can be worked into chapter outdoor activities. For example, a fishing day can be turned into an opportunity to discuss fish habitat needs and threats posed by dams, land management practices, invasive species, and overfishing. In short, try and use fun and engaging outdoor activities to develop peoples' awareness and appreciation for the natural world.

Conservation — Organizing and tackling a natural resource problem in your community can be hard work, but promoting it is easier when it is combined with an outdoor activity. A canoe trip along a local river threatened by non-point source pollution presents an opportunity to educate the public, persuade them to change their own behaviors, and enlist their support in cleanup efforts.

Community — Another way to approach outdoor activities is to identify activities that will directly benefit less fortunate members of your local community. For example, organize an outing on your chapter grounds for disabled veterans from your local Veterans Administration hospital or for economically disadvantaged youth.

Youth — Hosting activities for “kids and the outdoors” has a positive ring to it. Any activity involving youth, whether you are teaching them about nature or outdoors skills, is likely to generate members' enthusiasm and participation. For example, you can sponsor a scout troop on your chapter grounds or provide an archery day for local school children. You may consider organizing youth activities that include the parents, so that the whole family can learn together.

Recruit and Engage Volunteers — Outdoor activities also provide opportunities to raise public awareness of your chapter, recruit new members, and promote volunteer leadership. By vigorously promoting these activities in your local community, you are educating others on the broader mission of the League and the benefits of membership. Planning and implementing these activities provides an excellent opportunity to develop future chapter leaders among your members.

Committee Structure — Some chapters may wish to set up subcommittees or special committees to deal specifically with outdoor activities and events. These subcommittees are tasked with the ongoing development, promotion, implementation, completion, assessment, and improvement of a chapter's outdoor activities and may report to an existing committee or to a specific officer or director. The committee's first job will be to prepare an operating plan that describes what they hope to accomplish during the year and how they will execute it, taking into account volunteer interests, chapter resources, and other sources of financial and technical support.



In many cases, practical learning goals can be worked into chapter outdoor activities.



Sample Outdoor Recreation and Activities

Many chapters have years of experience in planning and developing outdoor recreation and activities. For a list of examples conducted by League chapters, please refer to Appendix K.

The following Sample Outdoor Recreation and Activities provide descriptions of a variety of outdoor activities undertaken by League chapters nationwide. They are based on information that individual chapters submitted for inclusion in this manual. At the end of each, you'll find a list of known chapters that have conducted the activity, so you can contact them and exchange ideas or ask questions.

Each description includes:

- Activity Title
- Description
- Benefits (for both chapter and community)
- Key Steps (to organize, implement and complete)
- Who Can Help (volunteers, partners and sponsors, technical and other support)
- Dollars and Cents (budget considerations, such as expenses and revenues)
- Getting the Word Out (publicity and advertising)
- Other Chapters (who have succeeded in similar activities)

Note: It is up to each chapter to decide what outdoor recreation activities best meet its needs and to ensure that any activity is carried out safely, in compliance with all applicable laws, regulations, and permits.

Examples of steps chapters can take to help ensure the safety of all participants and protect the chapter from future liability, include providing appropriate equipment and training, monitoring the work closely and following all safety precautions, and carrying adequate liability insurance and securing liability release forms from participants, regardless of their age.

You will find the activities organized under one of four activity categories:

- Community Education and Outreach
- Family and Youth Involvement
- Fishing, Hunting, and Wildlife Viewing
- Shooting Sports

Please refer to and utilize the separate sample sheets as you organize and implement your chapter's outdoor recreation or activities.

We will continue to keep this manual updated with fresh ideas, so we encourage you to send us a description of your best activity. You'll find a blank "Chapter Outdoor Recreation and Activity Description Worksheet" in Appendix L for this purpose. Please feel free to make photocopies of this two-page form for all outdoor activities you might want to highlight and submit.

To keep this manual updated with fresh ideas, so we encourage you to send us a description of your best activity.

SAMPLE OUTDOOR RECREATION AND ACTIVITY

CATEGORY: **COMMUNITY EDUCATION
AND OUTREACH**

CATEGORY: COMMUNITY EDUCATION AND OUTREACH

ACTIVITY — DISABLED CITIZEN OUTDOOR EVENT

Description —

Several chapters host an outing for disabled and other special needs citizens as a way to introduce or reengage them with the outdoors, often through a recreational activity. Chapters may host two or more specialized events per year, such as a fall deer hunt, and in the spring or summer, a fishing event. Chapter members provide instruction, equipment, and volunteer time to work with and assist disabled citizens.

Benefits —

These one-day events reach people who may never have had access to such outdoor activities. They also help highlight the conservation and community service work of the League.

Key Steps —

- Decide what kind of event your chapter will host and solicit members to volunteer their time and skills. Volunteers will need to spend one-on-one time helping participants.
- Select the location of your event: for example, your chapter, a local park, or a waterway.
- Plan an all-day clinic and provide at least two different outdoor activities that invitees can participate in.
- Inventory equipment needs related to the outdoor activities you've chosen.
- Determine how you will create a special needs or handicap-accessible environment. Contact area rehabilitation centers and other special citizens groups to seek advice and engage co-sponsorship.
- Consider providing meals or selling concessions, snacks, and beverages.
- Let participants know ahead of time what gear may be required, such as rain gear, insect repellent, sunglasses, sunscreen, and water bottles.
- Have adequate handicap-accessible restrooms and vehicles on site.
- If you plan to live-fire firearms and archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, shooting gloves, and protective ear and eyewear.
- Have first aid kits on hand, and, depending on the medical needs of the participants, consider on-site medical or emergency technicians.

Who Can Help —

Volunteers: Provide one volunteer for each active special needs participant. Add additional volunteers to help out with meals and refreshments as well as other logistics. If the activity involves shooting,

some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range safety officer in control of live-firing at all times.

Partners/Sponsors: Local businesses, homeowners associations, National Rifle Association, and various conservation organizations, such as Whitetails Unlimited, Trout Unlimited, and National Wild Turkey Federation's Wheeling Sportsmen. Also consider involving area hospitals and rehabilitation centers, local (town, city, township, county) governments, and state fish and wildlife agencies.

Technical and Other Support: Local (town, city, county) governments special services staff, state fish and wildlife agencies, and county parks and recreation departments.

Dollars and Cents –

Expenses: On an average, each event costs about \$1,000. Expect to spend \$200 for meals and the remainder for equipment.

Revenue: To offset expenses, ask area businesses for in-kind food and beverage donations; approach Wal-Mart about a community service grant; and seek member donations.

Getting the Word Out –

Advertise through your chapter newsletter and Web site. Send a pre-event news release to local newspaper events or calendar sections. Follow up with a post-event release with photos of participants engaging in recreational activities. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending the event by promoting the League and recruiting them as new members.

Chapters With Successful DISABLED CITIZEN OUTDOOR EVENT Activities –

Brown County, WI
Silverton, OR
Traveller, WY

Wayne County, OH
Des Moines, IA
Wayne, NE

Rockville, MD
Cortland, NY

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: COMMUNITY EDUCATION AND OUTREACH

ACTIVITY – NATIONAL HUNTING AND FISHING DAY

Description –

Many chapters host an educational or hands-on event to introduce the public to hunting and fishing. The event is often planned in conjunction with National Hunting and Fishing Day (NHFD), celebrated the fourth Saturday of each September. The event encourages a better understanding of hunters and anglers and their contributions to conservation and to wildlife and fisheries management.

Benefits –

National Hunting and Fishing Day events highlight the tremendous contribution hunting and fishing make to our economy and fish and wildlife management through fishing and hunting license sales and excise taxes on boating, fishing supplies, firearms, and ammunition. Such events publicly promote the positive contribution that hunters and anglers make to conservation and the League's mission. In addition, they offer opportunities for member recruitment.

Key Steps –

- Plan your local Hunting and Fishing Day celebration to coincide with the National Hunting and Fishing Day. This one-day event is held annually on the fourth Saturday in September.
- Plan your day's activities and decide on an appropriate staging location. You can organize the event as part of an open house on chapter grounds using outdoor recreational and educational activities. For example, you may organize hunter education skills workshops, hunting dog training and field trials, wildlife calling, muzzleloader shooting, and fly fishing demonstrations.
- If you decide to hold the event at a public place such as a park or shopping mall, reserve the area and coordinate with the mall owner or appropriate government agency on what activities are allowed.
- Recruit volunteers based on activities offered and the number of participants you expect.
- If you are conducting hands-on activities, coordinate with area sporting goods stores to obtain any necessary equipment for the event.
- Construct an informational display featuring some of the modern wildlife management success stories and accomplishments produced by hunter-angler involvement.
- Promote the event to the public and members.
- Have chapter provide food and refreshments.
- If you choose to include live-firing firearms and archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, shooting gloves, protective ear and eyewear, as well as first aid kits on site.

Who Can Help –

Volunteers: The number of volunteers will depend on the location of the event, the types of activities offered, and the number of anticipated participants. If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range officer in control of live-firing at all times.

Partners/Sponsors: Local (town, city, township, county) governments and state fish and wildlife agencies, other chapters, and local conservation organizations (such as Rocky Mountain Elk Foundation, Ducks Unlimited, Pheasants Forever, Quail Unlimited, National Wild Turkey Federation), and area sporting goods stores.

Technical and Other Support: Wonders of Wildlife (National Hunting and Fishing Day clearinghouse: www.nhfd.org), National Shooting Sports Foundation (NHFDF founder), National Recreational Boating and Fishing Foundation (promoters of “Take Me Fishing”), and state fish and wildlife agencies.

Dollars and Cents –

Expenses: The event could cost very little or as much as \$1,000, depending on advertisements, promotional materials, hands-on outdoor activities, snacks, and beverages.

Revenue: Local businesses may contribute supplies and food for the day’s events.

Getting the Word Out –

Advertise through your chapter newsletter and Web site and through the state fish and wildlife agency’s public relations department. Post fliers at local sporting goods retailers and send a pre-event news release to local media. Advertise in local newspaper calendar or events sections. If you co-sponsor with other conservation organizations, coordinate outreach with their staff. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members.

Chapters With Successful NATIONAL HUNTING AND FISHING DAY Activities –

Rockville, MD
Orange, CA
Silverton, OR

Washington County, MD
Waterloo, IA
Argos, IN

Winchester, VA
Hamilton, OH
Evansville, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: COMMUNITY EDUCATION AND OUTREACH

ACTIVITY — OUTDOOR RECREATION BENEFIT

Description —

Organize and conduct an outdoor recreational activity — shooting, archery, derby fishing — where chapter members and the public participate to raise funds for a local or national charitable cause. Community leaders, citizens, and League members come together for a day of outdoor recreation with the understanding that a portion of the registration proceeds will go to a pre-determined charity. For example, some chapters have held benefits like: “Shoot for a Miracle” to benefit the St. Jude’s cancer research; “Breakin’ Clay to Save the Bay” for the Chesapeake Bay Foundation; and “Hooked on Fishing, not on Drugs” in support of local youth addiction prevention. Some chapters go a step further and combine this event with a fund-raising auction (refer to this manual’s Unit II – Finance, Legal, and Fund Raising for further information).

Benefits —

The chapter receives recognition from the community, helps raise funds for charity, and helps to attract new members from among the participants.

Key Steps —

- Determine whether to hold the event on chapter property, or at an area park, a local lake or pond, or shooting range.
- Arrange for participants to receive event tee shirts or other novelty gifts. These items will serve as an outreach and marketing tool long after the event is over.
- Organize lunch or refreshments; either ask members to prepare food, or hire a caterer.
- Depending on the outdoor recreational activity, supply fishing gear or ammunition.
- Refer to several sample outdoor recreation and activities, such as **Shooting Sports Events**, **Archery**, and **Youth Fishing Events** for more helpful details.
- Ask a representative of the benefit charity to attend to present the charity’s mission, answer questions, and help rally the participants.
- If live-firing firearms or archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, shooting gloves, and protective ear and eyewear.
- Remember to have first aid kits available and plenty of sunscreen, insect repellent, and drinks on hand.

Who Can Help —

Volunteers: If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, at least one range safety officer in control of live-firing at all times, and two volunteers to help out with registration and refreshments. Recruit numerous additional volunteers to handle other duties and tasks as they arise, such as directing parking, handling trash and cleanup, welcoming participants, and answering questions.

Partners/Sponsors: Local businesses, various cause-focused organizations, local radio stations and newspapers.

Technical and Other Support: State natural resources or fish and wildlife agencies, National Rifle Association, National Recreational Boating and Fishing Foundation, other conservation organizations, and the benefiting charity.

Dollars and Cents —

Expenses: Assuming the chapter has grounds, facilities, and equipment to hold the event (such as a shooting range for a shooting benefit or a fishing pond for a fishing event), the cost of the event should not exceed \$1,200 (snacks, drinks, chapter gift giveaways). If your chapter needs to purchase equipment, the cost of the event may increase by \$500 to \$1,000.

Revenue: Seek special donations from your chapter members to cover the costs. Consider adding a flat rate to the event registration fee to cover chapter overhead costs, and adding a food concession stand. These strategies have generated close to \$5,000 for similar charitable events.

Getting the Word Out —

Send a pre-event media release to local radio stations and newspaper outlets; then follow up with local newspapers by sending a post-event release with photos. Promote your event in your chapter newsletter and on your Web site. Coordinate with the benefit charity to advertise to their donors and members. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members.

Chapters With Successful CAUSE-DRIVEN OUTDOOR BENEFIT Activities —

Arlington Fairfax, VA
Wadsworth, OH

Wildlife Achievement, MD
Mountaineer, WV

Beloit, WI

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: COMMUNITY EDUCATION AND OUTREACH

ACTIVITY – SEASONAL FESTIVAL

Description –

Changes in the seasons offer opportunities for chapters to organize and host seasonal themed events. Open to the public, these events feature outdoor recreational activities specific to the season, such as cross county skiing in the winter or foliage hikes in the fall. These events provide participants with a means for enjoying the outdoors in any season.

Benefits –

Seasonal festivals are excellent opportunities to introduce the public to your chapter's conservation activities and attract new outdoor-oriented members. These events not only focus on what nature has to offer during specific seasons, they demonstrate that the League is instrumental in protecting America's outdoors and connecting communities to the outdoors year-round.

Key Steps –

- Plan a one-day event featuring season-specific activities. Emphasize that each season offers a variety of outdoor activities.
- Choose a location that best suits the activity, such as chapter grounds or an area park.
- Depending on the season, you can offer any number of activities at various locations or times:
- **Winter** activities may include ice-fishing, snow-shoeing, cross country skiing, wildlife track identification, building bird feeders, candle-dipping, snow-flake studies, winter wilderness survival.
- **Spring** activities may include nature walks, bird watching, field work to study stream ecology, building bird houses, fish stocking, wildlife habitat plantings, and fishing.
- **Summer** activities may include building a bat box or a rain barrel, creating a butterfly or rain garden, or a “river-fest.”
- **Fall** activities may include foliage hikes, hayrides, pumpkin carving, and wildlife viewing.
- Recruit volunteers for the day's events, focusing on members who have a particular skill pertaining to the seasonal activity.
- Plan for food and refreshments.
- Advertise the event to the public.
- Clean up the property or facility and properly dispose of food and waste from the event.
- Remember safety considerations, which will vary depending on the time of year and the type of activity. Maintain a manned and well-equipped first aid station during your public event.

Who Can Help –

Volunteers: You can operate a small seasonal festival with 5 to 10 volunteers. For a large event, you'll need 20 to 30 volunteers.

Partners/Sponsors: Local (town, city, township, county) governments and county parks and recreation departments, area businesses, homeowners associations, outdoor or environmental clubs at local colleges, and civic organizations such as the local Rotary club or the chamber of commerce.

Technical and Other Support: Local parks and recreation departments' nature center staff, and state fish and wildlife agency outdoor education and biology staff.

Dollars and Cents –

Expenses: The cost will depend on the size of festival and the planned activities. Smaller outings may incur only minimal costs if members supply food and refreshments. Larger events may require \$1,000 or more for advertisements, food and beverages, supplies, and equipment.

Revenue: Ask chapter members to donate food and drinks. Consider asking partners or sponsors to donate funds or in-kind items. Solicit door prizes from local businesses.

Getting the Word Out–

Distribute a pre-event media release to community newspapers and radio stations. Advertise locally, if needed. If the event is being held on chapter grounds, post a large roadside sign or banner (if allowed) two to three weeks before the event. Send a post-event news release to media outlets with pictures of attendees enjoying the festival. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending by recruiting them as new members.

Chapters with Successful SEASONAL FESTIVAL Activities –

Dwight Lydell, MI
Brown County, WI

Dubuque, IA

Peoria, IL

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: COMMUNITY EDUCATION AND OUTREACH

ACTIVITY – VETERANS APPRECIATION DAY

Description –

Your chapter can host a family day or outing for recovering/rehabilitating servicemen and women. The event usually involves an outdoor recreational activity or a recognition event to honor veterans within the chapter or community for their service to our country. Many veterans have incurred debilitating injuries that impede their participation in outdoor activities they once enjoyed or may have wanted to try. One way to help is by creating a handicap-accessible setting that allows wounded soldiers and sailors and their families to enjoy nature, and by providing equipment and instruction in outdoor recreational activities.

Benefits –

Veterans appreciation days show appreciation to wounded or recovering military men and women. In addition, they serve to demonstrate the chapter's compassion and patriotism to the larger community.

Key Steps –

- Select the date for your veterans appreciation day event. Recruit members to serve on the event committee and to volunteer as nature guides or outdoor skills instructors.
- Contact the regional office of U.S. Veterans Affairs for possible co-sponsorship interest, advertising the event, or to seek advice about special needs. Also ask your state fish and wildlife agency if they would like to partner or co-sponsor such an activity.
- Provide at least two outdoor activities veterans can participate in; ensure that facilities are handicap accessible.
- Promote and advertise the event.
- Provide recreational equipment and instructors, and a picnic lunch and drinks for participants.
- Be sure to determine in advance whether participants are required to secure fishing licenses from the state. Some states offer them free to disabled veterans and/or active duty military.
- If live-firing firearms and archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, gloves, and protective ear and eye wear.
- Depending on the medical conditions of participating veterans, you may be required to have medical or emergency technicians, first aid kits, handicap-accessible vehicles and portable restrooms.

Who Can Help —

Volunteers: If hosting an event with wounded or disabled veterans, plan on having one volunteer for every two participants. You may need additional volunteers to help with logistics and create a positive and enjoyable experience. If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range safety officer in control of live-firing at all times.

Partners/Sponsors: Local businesses, local government and U.S. Veterans Affairs hospitals, U.S. Army's veteran appreciation program (www.freedomteamsalute.com), military veterans' fraternal organizations (such as Disabled American Veterans, Veterans of Foreign Wars, American Legion, American Veterans), county parks and recreation departments, other chapters, and other conservation organizations (such as Trout Unlimited's Project Healing Waters, National Wild Turkey Federation's Wheeling Sportsmen).

Technical and Other Support: U.S. Veterans Affairs, area hospitals and rehabilitation centers, local (town, city, county) governments, and state fish and wildlife agencies.

Dollars and Cents —

Expenses: Expenses will vary greatly, depending on the number of attendees, activities, equipment, and the meals and drinks provided. You may also want to consider have gift giveaways for participants.

Revenue: Consider asking area businesses to donate giveaways, meals, or gift certificates. Ask chapter members to serve as instructors and to provide equipment. Some of the expenses may be covered by the Veterans Affairs office and donations from local recreational outfitters. Your state division and other conservation groups may be willing to provide additional funds to implement the program.

Getting the Word Out —

Advertise through the IWLA newsletter and Web site. Send a pre-event news release to media contacts with a special invitation for a reporter/photographer to attend the event. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members. Send a post-event news release with photos of veterans participating in events.

Chapters With Successful VETERANS APPRECIATION DAY Activities —

Rockville, MD

Wildlife Achievement, MD

Franklin County, PA

Fredricksburg-Rappahanock, VA

Geneseo, IL

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

SAMPLE OUTDOOR RECREATION AND ACTIVITY

CATEGORY: **FAMILY AND YOUTH
INVOLVEMENT**

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY – ANNUAL MEAL FUNCTION

Description –

By combining their annual meeting with a dinner, chapters can turn it into a social event to attract new members, increase community visibility, and raise funds. The evening's program can include a special guest speaker on a topic of interest, and the chapter's "year-in-review," highlighting its conservation work and major accomplishments throughout the year. Given League members' interest in hunting and fishing, these events also lend themselves to serving up wild game. Some chapters host shrimp boils, oyster and bull feasts, fish fries, corn roasts, and even Super Bowl parties with great success.

Benefits –

League chapters with access to a kitchen or an outdoor barbeque pavilion on their property can host an annual meal, such as a banquet or wild game dinner for members, their families, and invited guests to raise funds and attract new members. When combined with a chapter's annual meeting, a dinner, roast, or barbeque attracts a lot of attention throughout the community and provides an ideal forum to highlight the work of your chapter.

Key Steps –

- Obtain a venue or facilities to host a meal function that could accommodate 50 to 100 people, or more.
- Consider the timing of your event to coincide with special state or federally designated weeks, like National Hunting and Fishing Day. This may provide some media opportunities.
- Check to see if there are state or county restrictions on selling wild game for consumption or on serving alcohol; research the need for a temporary event permit.
- Determine whether you want to use a caterer or volunteer members to cook and serve for the event.
- Ensure that food handling complies with health regulations.
- Invite a speaker who can provide an informative, educational presentation and attract non-members. You may want to use this opportunity to honor a person who is well known in your community.
- If the event is open to the public, designate a chapter spokesperson to provide an update on current chapter activities
- Promote the event to members and encourage them to bring guests. Make clear that proceeds will be used to help support the chapter's conservation projects.

- If applicable, monitor those consuming alcohol. Have adequate first aid kits readily available.
- Clean up the property or facility and properly dispose of food and waste from the event.

Who Can Help —

Volunteers: You will want your full chapter to participate in this event, if possible. The actual preparing and serving of the food will require 5 to 10 people.

Partners/Sponsors: Local businesses, other chapters, and the IWLA state division.

Technical and Other Support: To secure an interesting speaker, look to state natural resources and fish and wildlife agencies.

Dollars and Cents —

Expenses: A dinner should cost between \$500 and \$1,000, depending on the number of people attending. The budget should cover a basic meal, plus supplies such as plates, utensils, serving plates, and beverages. If you hire a caterer, expect to increase the amount by about 30 percent.

Revenue: To offset expenses, consider asking chapter members to donate supplies, drinks, and food, such wild game from a recent hunt. Solicit local businesses for sponsorships or in-kind donations of food, door prizes, or items that could be raffled off at the event. Use the raffle proceeds to reduce overhead. Consider charging an admission fee of \$5 to \$10 over the cost of the food. Any profits can be added to the chapter's budget for future projects and activities.

Getting the Word Out —

Send a pre-event media advisory to local newspapers' calendar and events sections. Also make sure to post information in your chapter newsletter and on your Web site. If a company is sponsoring the event, ask them to invite their employees and customers. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending the event by promoting the League and recruiting them as new members.

Chapters With Successful ANNUAL MEAL FUNCTION Activities —

Mary Peak, OR
East Fork, IA
Rockville, MD

Red Cedar, IA
Fremont, NE
Central New York, NY

Okaloosa, IA
Wayne County, OH
Evansville, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY – FAMILY DAY OUTINGS

Description –

Organize and host an all-day event that provides opportunities for families to spend time together while learning a new outdoor activity. You can host the event for chapter members, or you can open it up to the community.

Benefits –

Family day outings are a great way for chapter members to meet each other. These events also provide an excellent low-key way to attract new members.

Key Steps –

- Decide what your day's activities will be and select your date.
- Family outings can be centered around a specific calendar date (such as Father's Day, Mother's Day, or a local historically important date) or to draw attention to a specific activity (such as a family trap shoot or youth fishing event).
- Host the event on chapter property or in an area park.
- Recruit your volunteers for the day's events.
- If the event is open to the public, designate a chapter spokesperson to provide an update to guests and visitors from the community on current chapter activities.
- Plan for and provide free food and refreshments. Remember to handle food in accord with local health regulations.
- Clean up the property or facility and properly dispose of food and waste from the event. If you plan to be live-firing firearms and archery gear, make sure adequate shooting ranges and range safety officers are available, along with shooting vests, gloves, and protective ear and eyewear.
- Remember to have on hand first aid kits, sunscreen, and insect repellent.

Who Can Help –

Volunteers: Depending on the size of the event, you can operate a small outing with a picnic meal with five volunteers. Large events will require most or all chapter members to participate. If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range officer in control of live-firing at all times.

Partners/Sponsors: Local (town, city, township, county) governments and county parks and recreation departments, local businesses, and homeowners associations.

Technical and Other Support: County parks and recreation departments, local outdoor recreation businesses.

Dollars and Cents –

Expenses: Smaller outings can be relatively inexpensive, relying, for example, on donated food. Larger events may require \$1,000 to \$1,500 for advertisements, food, and beverages. If the day’s events focus on a particular theme, consider the cost to supply accompanying materials. For example, if the day is a picnic meal and trap shoot, factor in costs for clay targets. In addition, include the cost to purchase door prizes from local businesses.

Revenue: Ask chapter members to donate food and drinks (each family brings a covered dish). Consider asking partners or sponsors to donate funds or serving equipment. Ask local businesses to provide door prizes.

Getting the Word Out –

If your event is open to the public, send a pre-event news release to local media outlets. Advertise by posting fliers in local businesses. Promote the event in your chapter newsletter and on your Web site. Be sure to have information on the League and membership applications available at the event. Take advantage of non-members participating in this activity by promoting the League and recruiting them as new members.

Chapters With SUCCESSFUL FAMILY OUTING Activities –

Argos, IN
Medina, OH
Hamilton, OH

Jefferson County, WV
Frederick, MD

Beloit, WI
Arlington-Fairfax, VA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY – PADDLE SPORTS DAY

Description –

If you have easy access to water, organize and host an event that teaches individuals about canoe and kayak safety, paddling techniques, and the simple fun of this form of recreation. After your initial event, you may decide to bring participants together again for a float-trip to test their new skills.

Benefits –

Paddle Sports Day allows members and non-members to acquaint themselves with these sports and increase their appreciation of the outdoors from a different vantage point — the water. The event can educate participants about the value of clean water and healthy waterways, and how each person's actions affect water quality. Participants who are not members will also learn about the League's conservation mission and your chapter's accomplishments and its role in the community. With the proper encouragement, you may even recruit new members.

Key Steps –

- Locate an appropriate body of water for your event, such as a pond or lake on chapter grounds or in a public park.
- Secure enough canoes or kayaks with associated gear such as paddles and personal flotation devices (PFDs). Consider using members' equipment, if available, or renting equipment from a local outdoor recreation business.
- Recruit volunteers to your activity committee. Make sure that you have enough people with the knowledge and skills associated with this sport to serve as instructors.
- Pick a date (and if needed, a rain date) and promote your outdoor event as a day of instruction and hands-on learning.
- Plan your food and refreshments, or ask participants to bring a snack or bag lunch.
- Put together a packet of information related to your activity, such as information on water safety or paddling techniques.
- Consider organizing an event for youth groups, or as part of a family day, or for women.
- Organize an off-site float trip for the participants after they have learned about safety, paddling techniques, and maintaining equipment.
- Along with PFDs for each paddler, have a designated lifeguard equipped with a water rescue flotation device. In addition, have available a first aid kit, sunscreen, insect repellent and drinking water.

Who Can Help —

Volunteers: Participation is limited by availability of equipment. Identify and recruit event leaders with paddling experience; consider additional training for new leaders. Start with at least three to four experienced paddlers for a small group of participants. In addition, include a first aid volunteer, a lifeguard, and two more volunteers to help out with registration and other logistical needs.

Partners/Sponsors: State natural resources or fish and wildlife agencies, state and local parks, local recreation and recreational gear businesses.

Technical and Other Support: American Canoe Association, National Boating and Fishing Foundation, American Red Cross, and the Boy Scouts of America.

Dollars and Cents —

Expenses: If you have to rent canoes or kayaks along with paddles and PFDs, the cost may range from \$250 to \$500, depending on the number of participants. If your chapter owns canoes or kayaks, the starting cost for additional equipment begins at \$300.

Revenue: Consider asking your chapter members if they can loan out their personal canoes, kayaks, paddles, PFDs, and safety equipment.

Getting the Word Out —

Advertise through your chapter newsletter and Web site and with other area chapters. Send a pre-event media release to local newspapers' events or calendar sections, and consider advertising locally. Post fliers in outdoor gear stores and on their Web sites, if they have open events calendars. Highlight the League's conservation mission, chapter accomplishments in the community, and how people can join. Send a post-event release with photos of participants in canoes or kayaks on the water to local newspapers. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members.

Chapters With Successful PADDLE SPORTS DAY Activities —

Rockville, MD

Loudoun County, VA

Cincinnati, OH

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY – SCOUTING

Description –

A chapter sponsors local Cub Scout, Boy Scout, or Venturer units, or offers its facilities for meetings, trainings, and outings. Scouting is a worldwide youth movement that supports young people in their physical, mental, and spiritual development. The Scout movement employs a program of informal education with an emphasis on practical outdoor activities, including camping, woodcraft, aquatics, hiking, backpacking, and sports. Conservation education and outdoor ethics play a big role in this youth program, making it a valuable potential partner with League chapters.

Benefits –

Scouting offers an array of training programs that include outdoor experiences and values. Your chapter will benefit by engaging well-educated youth who are eager to complete conservation projects. By sponsoring and mentoring a Scout group, your chapter will provide a community service and will receive community recognition.

Key Steps –

- To organize and sponsor a Scouting unit or to locate already established units in your community, contact your nearest Boy Scouts of America (BSA) Council office. The Scouting system is based on an established leadership and skills development curriculum supplied by BSA. Your chapter will need to recruit volunteers to serve as adult leaders.
- Plan for the Scouts to use your grounds for meetings, camping, and other outdoor skills development. Your chapter can offer a few evenings a month, a week, or a year (for day camps), or two weekends a month (for campouts and merit badge training).
- Support or host advanced leadership training, such as an Order of the Arrow work weekend.
- Offer Eagle Scout project sponsorship and guidance, if requested.
- Advise Scouts pursuing the prestigious William T. Hornaday Conservation Award.
- Integrate Scouts into other chapter youth-oriented outdoor activities, such as fishing events, youth hunts, shooting sports events, and hunter education courses. Also involve them in your litter cleanup, stream restoration, and wildlife habitat improvement conservation projects.
- Host additional adult training sessions.
- The BSA provides its own insurance and liability protection for its Scouts, adult leaders, and unit sponsors.
- When live-firing firearms and archery gear, have adequate shooting ranges and range safety officers available at all times, along with shooting vests and gloves, and protective ear and eyewear.

- Maintain first aid kits in the chapter house or meeting site and throughout the chapter grounds.

Who Can Help –

Volunteers: Start with six to ten adult volunteers for a single Scout unit, and recruit additional volunteers for multiple units. Additional volunteers are needed for events, outings, and skills training sessions. If the activities involve shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range officer in control of live-firing at all times. Consider designating a chapter leader or member as a liaison between the Scouts and chapter board and officers.

Partners/sponsors: Local businesses and retailers may support the Scouts with in-kind donations for specific projects and activities.

Technical and other support: The Boys Scouts of America has its own national organization with established regional, state, and local management structures. For added support for conservation-related projects, seek collaboration with the Natural Resources Conservation Service and state fish and wildlife, natural resources, and forestry agencies.

Dollars and Cents –

Expenses: The cost to purchase group camping gear may range from \$250 to \$1,000 for the first year. Additional costs may be incurred for underwriting Eagle Scout projects or for renovating campsites and trails for Scout use.

Revenue: Seek contributions from businesses, local conservation groups, and members. BSA has its own registration fee and dues structure and system of innovative fund raisers. Contact the BSA for more details and advice.

Getting the Word Out –

BSA will advertise on its community listserve and Web site; you may also want to post information in your chapter newsletter and on your Web site. Distribute fliers at local schools and businesses. Provide parents and adult leaders with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participants by promoting the League and recruiting them as new members.

Chapters with Successful SCOUTING Activities –

Linn County, IA	Potomac, MD	Berkeley County, WV
Arlington-Fairfax, VA	Elgin, IL	Southern Maryland, MD
Wildlife Achievement, MD	McCook Lake, SD	Seven Mile, OH
St. John #1, ND	Waterloo, IA	Fullerton, CA
Ames, IA	Crete, NE	Loudoun County, VA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY — WOMEN IN NATURE / OUTDOORS SKILLS

Description —

Host a fun, hands-on event that introduces women of all ages to nature and the outdoors. The event provides an organized training session to introduce and teach the basic principles of outdoor recreational sports and skills such as shooting, archery, camping, fishing, orienteering, hunting, wildlife viewing, outdoor photography, and survival skills. An all-day clinic might consist of two four-hour classes that encourage and motivate women to engage in the outdoors through hands-on experiences.

Benefits —

By hosting women in an outdoors skills activity, you will offer new experiences and opportunities for women from your chapter and community to enjoy the outdoors. Hosting this event will generate new conservation and outdoor recreation advocates and increase the potential for new members.

Key Steps —

- Determine what activities you want to include, your equipment needs, and select a location with classroom accommodations. For example, your chapter house and grounds or a community park might work well. Reserve your facilities for the event date.
- Recruit members who are willing to volunteer on the event committee and as nature guides, or outdoor skills instructors, or hunter education instructors in your area.
- Contact your state fish and wildlife agency's outdoor education program to see if they would like to co-sponsor this activity or provide supplies, equipment, and other services.
- Consider providing meals or selling concessions, snacks, and beverages.
- Promote and advertise the event.
- If you choose to include live-firing firearms and archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, shooting gloves, protective ear and eyewear, as well as first aid kits on site.
- Ensure that class size does not exceed building capacity. Remind participants to bring outdoor gear and attire, such as rain gear, insect repellent, sunglasses, sunscreen, and water bottles.

Who Can Help —

Volunteers: The number of volunteer instructors will vary based on the particular skill being taught and the number of participants. If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants,

and at least one range officer in control of live-firing at all times. Additional volunteers will be needed to handle course logistics, such as registration and meals.

Partners/Sponsors: A number of outdoor programs targeting women already exist, such as Women in the Outdoors, an outreach project of the National Wild Turkey Federation. Women on Target is a program affiliated with the National Rifle Association. Becoming an Outdoor Woman originated with University of Wisconsin University–Stevens Point, and has expanded nationwide; it now has cooperative relationships with most state fish and wildlife agencies’ outdoor education programs.

Technical and Other Support: Look to local outdoor businesses for supplies and/or grants to obtain supplies. Area outdoor instructors, food markets, sportsmen’s federations, and regional conservation organizations may also provide support.

Dollars and Cents –

Expenses: A women in nature/outdoor skills program requires a skills course, instructors, equipment, lodging, and meals. Volunteer instructors set up the courses and typically provide the equipment. If you need to purchase equipment, the cost can exceed \$1,000, depending on the number of participants.

Revenue: To offset expenses, seek donations from local recreational outfitters, your IWLA state division, and other conservation groups. In addition, consider charging a registration fee to cover any meals and lodging.

Getting the Word Out –

Advertise through your newsletter and Web site. Send a pre-event media release to local newspapers’ events or calendar sections. Distribute fliers at local sporting goods retailers and other local businesses frequented by women. Also promote the course at other chapters and public libraries. Send a post-event release with photos of area women participating in outdoor events. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of non-members participating by promoting the League and recruiting them, their spouses, or their families as new members.

Chapters With Successful WOMEN IN NATURE/OUTDOOR SKILLS Activities –

Central New York, NY
Winchester, VA
St. Joseph County, IN

Greater Seattle, WA
Mountaineer, WV
Red Cedar, IA

Loudoun County, VA
Lincoln, NE
York, PA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FAMILY AND YOUTH INVOLVEMENT

ACTIVITY – YOUTH CONSERVATION CAMP/ OUTDOOR CLASSROOM

Description –

Organize and host a youth camp. The camp will allow children to spend time with Izaak Walton League members, naturalists, and other experts in the field of natural resources, learning about conservation issues, problems, and solutions.

Benefits –

Investing in chapter youth programs reaps generational benefits. These are our nation's future conservationists who will also preserve our outdoor recreation traditions. By organizing a youth camp, you will increase interest and understanding of conservation-related issues among the youth in your chapter and community. A camp also provides an added, valued benefit to your members, should their children opt to participate.

Key Steps –

- Select your date and location. You can host the event on chapter grounds or at a local park with a nature center or outdoor pavilion. The time of year you choose may help determine the length of the camp/classroom program (day, weekend, week-long). Be sure to avoid conflicts with the school year and major holidays.
- Determine the camp or class agenda. The variety of classes offered depends on your instructors' expertise and the age group you want to attract. Courses could include stream sampling, insect and reptile studies, forest management, and wildlife identification.
- Recruit instructors and additional volunteers for the camp committee.
- Determine equipment needs for classroom instruction and recreational activities.
- Plan for food and refreshments.
- Have adequate restrooms and a first aid kit.
- Check with local authorities on regulations and permit requirements.
- Provide parents with a list for what children should bring and wear, such as rain gear and sunscreen, and identify any special needs.

Who Can Help –

Volunteers: Start with two to six volunteers; larger events may require up to 25 volunteers per day.

Partners/sponsors: Local businesses, outdoor retailers, homeowners associations, watershed groups, various conservation organizations, and state fish and wildlife, natural resources, or forestry agencies.

Technical and other support: Local board of education, state fish and wildlife agencies, U.S. Forest Service, state and county parks and recreation departments, and local nature centers.

Dollar and Cents –

Expenses: Costs for 20 participants begin at \$800 to \$1,000 for six days. Be sure to include the cost of materials, equipment, snacks, drinks, and meals for youth participants.

Revenue: Business contributions, local and regional conservation group donations, and grants and member contributions may help to cover costs. Consider charging a nominal registration fee. Requiring pre-registrations will assist in planning and budgeting. Cut costs by requiring participants to bring their own bag lunches or snacks.

Getting the Word Out –

Contact your area public school system, local board of education, and community events programs. Advertise through your chapter newsletter and Web site. Send a pre-event news release to media contacts with a special invitation to a reporter/photographer to attend. Send a post-event news release with photos of youth participating in the camp or outdoor classroom. You will need to obtain parents' permission for any photographs of children that you use for promotional purposes. Provide youth and their parents with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending the camp or class by promoting the League and recruiting them as new members.

Chapters with Successful YOUTH CONSERVATION CAMP/OUTDOOR CLASSROOM Activities –

Mountaineer, WV

Northwest Ohio Yikes, OH

St. Joseph County, IN

Argos, IN

Central NY, NY

Wabash, IN

McCook Lake, SD

Oil City, PA

Orange, CA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

SAMPLE OUTDOOR RECREATION AND ACTIVITY

**CATEGORY: FISHING, HUNTING, AND
WILDLIFE VIEWING**

CATEGORY: FISHING, HUNTING, AND WILDLIFE VIEWING

ACTIVITY – FISHING CLINIC

Description –

Angling, or fishing, involves catching fish using a rod and reel. Fishing is the most popular outdoor recreational activity in America today. A number of chapters host informative, hands-on events to introduce members of the public to fishing and improve the skills of experienced anglers.

Benefits –

Fishing clinics expand the participants' knowledge of fish and other aquatic life, fisheries biology and management, and increase their awareness of safety and ethics. In addition, fishing clinics are excellent opportunities for the public to learn about the League's mission, your chapter's conservation activities, and attract new outdoor-oriented members.

Key Steps –

- Determine the appropriate skill level and techniques to be offered, taking into account your location and who you want to attract to the clinic. For example, you may decide to offer your clinic at a local pond, stream, or river, or to use live-bait, artificial lures, or flies. More advanced sessions might include fishing from boats, canoes, tubes, and fly-tying and fly-fishing.
- Set a date for your clinic and determine the agenda. For example, it might include a combination of classroom lectures, casting demonstrations, and actual fishing on a local pond or waterway.
- Recruit experienced member anglers to share their passion for fishing with interested students. Engage local angling experts who may not be League members.
- Arrange to secure chapter-owned or loaner fishing gear.
- Determine whether food and refreshments are needed.
- Promote and advertise the event.
- Be sure participants secure required fishing licenses from the state. Consider scheduling a clinic during a state's free fishing day(s).
- Have first aid kits, sunscreen, insect repellent, and lifejackets available.

Who Can Help –

Volunteers: For small clinics, start with two to four volunteers; for larger events, perhaps twice as many. For demonstrations with hands-on participation, aim to have one instructor per 12 participants.

Partners/Sponsors: Local businesses who cater to anglers (such as Orvis, Bass Pro Shops, Cabela's, L.L. Bean), watershed groups, state fish and wildlife agencies' outdoor education departments and/or fisheries

management units, other chapters, local fishing clubs, and various conservation organizations (such as Trout Unlimited, Federation of Fly Fishers, B.A.S.S).

Technical and Other Support: National Recreational Boating and Fishing Foundation, local (town, city, township, county) governments, state fish and wildlife agencies (some have angler education curriculums), U.S. Forest Service and county parks and recreation departments. Refer to the sample **Youth Fishing Event** outdoor recreation and activity for additional ideas and suggestions on working with young anglers.

Dollars and Cents –

Expenses: Provided no new equipment needs to be purchased, costs may be as low as \$65 for bait and other out-of-pocket expenses like snacks and beverages. If you need to purchase equipment, initial costs may be considerably higher.

Revenue: Ask participants to bring their own rods and reels or provide loaner fishing gear from members or the chapter. Ask area businesses for in-kind donations (such as food, snacks, equipment, door prizes). Seek member donations to offset out-of-pocket expenses, including snacks and beverages.

Getting the Word Out –

Advertise through your chapter newsletter and Web site. Send a pre-event news release to newspaper events or calendar sections. Send a post-event news release with photos of area citizens participating in the fishing clinic. Distribute and post fliers at area businesses, such as bait shops and sporting goods retailers, and at the regional office of your state fish and wildlife agency. Provide participants with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending the clinic by promoting the League and recruiting them as new members.

Chapters With Successful FISHING CLINIC Activities –

Wisner, NE

Floyd County, IA

Izaak Walton Cottage, UK

Berks County, PA

Dwight Lydell, MI

Winchester, VA

Delta, OH

Havana, IL

Rice Lake, IA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISHING, HUNTING, AND WILDLIFE VIEWING

ACTIVITY – HUNTER EDUCATION COURSE

Description –

Many states require first-time hunters to take a hunter education or safety course before purchasing a hunting license. These courses teach hunting techniques, firearm and hunter safety, survival, first aid, and ethical behavior. They equip members and local citizens with practical basic hunter skills training and information on responsible hunting.

Benefits –

Chapters can provide a public service by offering hunter education and safety course several times a year to the community and chapter members. Hunter education courses typically attract non-members (for example, hunting families with younger novice hunters), and provide a great tool for member recruitment. Hunting courses also reinforce the connection between hunting and wildlife management and conservation.

Key Steps –

- Contact your state fish and wildlife agency for certified, trained hunter education instructors in your area, or recruit members who are willing to volunteer and receive hunter education instructor certification from the state.
- Select your classroom accommodations, such as your chapter house or a local fire hall, community center, or police station. Set up dates and reserve instructors.
- Inventory your gear and supplies. Ask the state fish and wildlife agency's outdoor/hunter education program if they can provide additional materials, instructors, and other services.
- Promote and advertise the course.
- Notify the agency's outdoor/hunter education staff of course details so that they can promote and certify it.
- If you intend to provide an *optional* live-fire component to the class, arrange to secure adequate shooting ranges.
- Consider providing meals, or selling concessions, snacks, and beverages.
- A youth hunt could be organized to reward recent hunter education course graduates. Refer to the **Youth Hunt** outdoor recreation activity description.
- If you will be handling firearms in the classroom, closely monitor their use. Be sure that no live ammunition is accessible; consider using de-activated (firing pins removed) firearms.
- If you plan to live-fire firearms and archery gear, have adequate shooting ranges and range safety officers available, along with shooting vests, shooting gloves, and protective ear and eyewear.

- Ensure that the class size does not exceed the capacity of your facility. Have a first aid kit on hand.

Who Can Help –

Volunteers: All volunteer instructors must be certified hunter education instructors by your state agency. A course typically requires one instructor for every 10 to 15 participants. If the activity involves shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range safety officer in control of live-firing at all times. Certain state agencies may limit live-firing during hunter education courses. Consider adding two more member volunteers to handle administrative tasks, such as registration and meals.

Partners/Sponsors: State fish and wildlife agency outdoor/hunter education departments, shooting retailers, and area sporting goods businesses.

Technical and Other Support: State fish and wildlife agencies' volunteer hunter education instructors, conservation officers and wildlife biologists, and NRA-certified firearms instructors.

Dollars and Cents –

Expenses: Expenses are typically low. Primary expenses include food and ammunition for the live-fire option.

Revenue: Your state fish and wildlife agency will cover the cost of the curriculum and supply volunteer instructors with audio visuals, student training manuals, and graduate certificates and cards. Consider contacting area retailers for donations such as food, or ammunition, if a live-fire component is offered. In most states, you cannot charge the students for hunter education courses beyond the expense of facility rentals. Check with your own state. Even if your state allows you to charge for facility rental, try to host the course at a free facility to keep student costs at a minimum.

Getting the Word Out –

Advertise this event through your state agency and chapter bulletin boards, newsletter, and Web sites, as well as through other area League chapters. Consider posting fliers in local shooting retailer and sporting goods stores. Send a pre-event media release to local newspapers' events or calendar sections; then, send a post-event release with photos of citizens participating in the course. Provide students with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending this educational event by promoting the League and recruiting them or their parents as new members.

Chapters With Successful HUNTER EDUCATION COURSE Activities –

Rockville, MD

Delta, OH

Michigan City, IN

North Manchester, IN

Loudoun County, VA

York, PA

Greater Seattle, WA

Mahaska County, IA

Beloit, WI

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISHING, HUNTING, AND WILDLIFE VIEWING

ACTIVITY — WILDLIFE AND BIRD WATCHING TOUR

Description —

Wildlife and bird watching tours can be conducted on chapter grounds, on other private property, or area parklands. This activity provides people with the opportunity to observe and study wildlife in a natural setting with the naked eye or through binoculars or scopes. Bird watching also often involves studying bird songs and calls, since many species are more readily detected and identified by ear than by eye.

Benefits —

Nationwide, wildlife viewing and bird watching engages far more participants than hunting and fishing combined. Introducing people young and old to the fun of observing nature cultivates advocates for sound conservation policy. Using your chapter grounds for this activity can showcase the League in the community and attract potential members. If you use an accessible local park, you may be able to engage more people, and in the process, acquaint them with the League.

Key Steps —

- Become knowledgeable about the wildlife and bird species found locally. Know what you might see in different locations and habitats.
- When you plan your event, select a location that holds the best opportunities for participants to observe wildlife and birds. For example, you could use areas that are wild and undeveloped, established forest arboretums, or nature and native grassland preserves. You will also want to consider the time of day; early morning and dusk tend to be the best viewing times.
- Consider starting with an introductory presentation (if facilities are available, use a slide show) on what participants may see and hear when you take them on the walking tour. Or, you can choose to focus your walking tour on a particular species that is often seen and then use this opportunity to discuss the species' habitat needs, behavior, and role in the ecosystem. Be sure to tailor your presentation to the age group.
- Determine what equipment you will need for the walking tour (such as binoculars or scopes, identification guides, or flash cards). Ask participants to bring their own equipment and resource guides.
- If you have property and existing trails, establish viewing stations in mixed habitat settings that would facilitate holding wildlife watching tours. Try to include a variety of habitats such as forests, open fields, streambanks, wetlands, and open water.
- Put together a point to point species list and guide for walking tours. This can be done at your property or at another location. Or, make use of public trails that already offer self-guided tour materials.

- If you are taking a group on a walking tour, bring a portable first aid kit, sunscreen, and insect repellent.

Who Can Help —

Volunteers: If your tour is focused on bird watching, make sure your volunteers are avid birders who can quickly identify species. If the walking tour is focused on wildlife, your volunteers should be knowledgeable about the types of wildlife they may see, as well as scat, tracks, and other animal signs. Every volunteer should be able to identify poison ivy. (“Leaf of three, let it be.”) Remember to break up the tour group into smaller units so you do not disturb the wildlife.

Partners/Sponsors: U.S. Fish and Wildlife Service, state natural resources or fish and wildlife agencies, local businesses, homeowners associations, watershed groups, and various conservation organizations, such as the Audubon Society and Ducks Unlimited.

Technical and Other Support: Federal and state fish and wildlife agencies, local (town, city, township, county) governments, U.S. Forest Service, and area parks and recreation departments.

Dollars and Cents —

Expenses: If you plan to hold a tour on your chapter grounds, you’ll want to provide drinks and snacks for the participants. If your tour is at another location, consider purchasing IWLA giveaways. Either way, plan on spending \$200 to \$300 on supplies. You will need to budget more to purchase loaner optical equipment and resource books.

Revenue: Include your event in your chapter’s annual budget and secure donations from members. Seek donations from other area businesses and in-kind donations of optical equipment or books. Ask area nurseries to provide donations for enhancing habitat with native plants.

Getting the Word Out —

Advertise through the chapter’s newsletter and Web site. Send a pre-event media release to local newspapers’ events or calendar sections. Send a post-event news release with photos of area citizens participating in the tours. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members participating in this activity by promoting the League and recruiting them as new members.

Chapters With Successful WILDLIFE AND BIRD WATCHING TOUR Activities —

Delta, OH	Mahaska, IA	Rockville, MD
Owatonna, MN	Bethesda-Chevy Chase, MD	Maine, ME
Red Cedar, IA	Prairie Woods, MN	Fullerton, CA

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: FISHING, HUNTING, AND WILDLIFE VIEWING

ACTIVITY — YOUTH FISHING EVENT

Description —

Many chapters host fun, hands-on events to introduce novices or youth to the art of angling. Angling, or fishing, is the most popular outdoor recreational activity in America today.

Benefits —

Youth fishing events are excellent opportunities for the public to learn about your chapter's conservation activities. These events attract outdoor-oriented people who may become members; provide a forum to teach citizens about ethical fishing techniques; and introduce children to the joy of outdoor recreation. The League's conservation message is also passed on by educating participants about pollution in area waterways and the effects that it can have on the activity and their communities.

Key Steps —

- Organize and host a weekend event (or weekday if affiliated with a school group) to take children fishing. Select your location, which could be on chapter grounds, or at a local park or waterway.
- Inventory your loaner gear and decide what food and refreshments you will provide.
- Consider having giveaway items such as tee shirts or fishing-related gear.
- Recruit experienced member anglers to share their love of fishing with participants. Be sure to have sufficient volunteers to work one-on-one with the participants for at least part of the time.
- Decide on the conservation message that you incorporate into the day's event. Use the water body to educate participants about your local watershed and their role in keeping it healthy.
- Teach participants proper and ethical fishing techniques, adding in the message of keeping their gear clean to reduce the introduction of invasive species.
- Be sure participants secure any required fishing licenses from the state.
- Be prepared for rainy weather by having access to nearby shelter or by providing rain gear. You can also give participants a suggested gear list for the day.
- Have first aid kits on hand, and depending on the location, consider lifejackets for safety.

Who Can Help —

Volunteers: Youth fishing events will vary in size. A small chapter can accommodate 12 participants, while larger chapters may accommodate 100 participants. Depending on the number of participants, you may need as few as two volunteers per session or as many as 20.

Partners/Sponsors: National Recreational Boating and Fishing Foundation, local (town, city, township, county) governments, school groups, sporting goods stores, bait and tackle shops, other chapters, and state fish and wildlife agencies.

Technical and Other Support: Local (town, city, township, county) governments, state fish and wildlife agencies, U.S. Forest Service, and area parks and recreation departments.

Dollars and Cents –

Expenses: Smaller events may cost \$100 to \$500 (for snacks, night crawlers, and giveaways); larger events could reach \$1,000 or more for canoe rentals, night crawlers, equipment rental, giveaways, and food and beverages for volunteers.

Revenue: To offset expenses, consider requesting business contributions of cash or in-kind services, such as items for door prizes or grants. Or, consider charging a small registration fee.

Getting the Word Out –

Send a pre-event news release to local media outlets, and a post-event release with photos of area youth fishing. Advertise through your chapter newsletter and Web site. Post stories and pictures at area outdoor recreation stores that sponsored the event. Provide guests with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members.

Chapters With YOUTH FISHING EVENT Activities –

Central New York, NY
Wayne County, OH
Martin L. Davey, OH

Fullerton, CA
Dwight Lydell, MI
Mahaska County, IA

Jefferson County, WV
Travelle, WY
Alexandria, VA

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CATEGORY: FISHING, HUNTING, AND WILDLIFE VIEWING

ACTIVITY – YOUTH HUNT

Description –

In a highly controlled environment, some chapters host fun, hands-on events to introduce novices or youth to sport hunting — the practice of pursuing wild animals with modern firearms. A very popular form of outdoor recreation, hunting is regulated by state and federal fish and wildlife agencies as a necessary component of modern wildlife management.

Benefits –

Youth hunting events are excellent opportunities for the public to learn about your chapter's conservation work, attract potential members, introduce children to the joy of outdoor recreation, and teach participants safe and responsible hunting techniques. Through this one-day event, your chapter will also educate participants about managing wildlife populations and the role hunters play in promoting conservation practices. Organized youth hunts may also be used to reward recently successful hunter education course graduates.

Key Steps –

- Select your date and set up a structured, guided hunt on chapter property or on other private or public lands that allow first-time hunters to experience hunting in a controlled, supervised environment.
- Make a hunter education course a prerequisite of the hunt. Refer to the sample **Hunter Education Course** outdoor recreation and activity sheet.
- Ensure that hunters have any required licenses, and that they bring their own firearms and ammunition whenever possible.
- Consider additional safety instruction and hands-on training on the day of the event to test and refine shotgun skills. Refer to the sample **Firearms Education and Training** outdoor recreation and activity sheet.
- Recruit volunteers with safe shooting and hunting experience for the event. League members can serve as instructors, trap or skeet station attendants, and live-bird hunt mentors or coaches.
- Arrange for stocking of live game birds (such as pheasants, quail, chukars, huns) for the event from a private propagator, your state fish and wildlife agency, or from your chapter's own rearing operation.
- Your chapter should consider providing meals, snacks, and beverages.
- *Closely* monitor firearms handling and use.
- On the hunt, it is best to have a one-to-one ratio of young hunters to hunt mentors at all times. Require the use of safety orange hunting apparel (vest and cap), and protective ear and eyewear.

- If you plan additional live-firing of firearms, have adequate shotgun shooting ranges and range safety officers available along with shooting vests, shooting gloves, and protective ear and eyewear.
- Be sure to have a first aid kit on hand.

Who Can Help –

Volunteers: If the event involves pre-hunt shooting, some volunteers should be National Rifle Association-certified instructors. Plan to have one volunteer instructor per two shooting participants, and at least one range safety officer in control of live-firing at all times. For the hunt, you should begin with 25 volunteers. They will serve as instructors, shooting coaches, hunt mentors, first aid station monitors, hunt registration administrators, guides, helpers, and other positions as needed.

Partners/Sponsors: Local (town, city, township, county) governments and state fish and wildlife agencies, local sporting goods retailers, other chapters, and local conservation organizations (such as Pheasants Forever and Quail Unlimited).

Technical and Other Support: State fish and wildlife agency game bird biologists.

Dollars and Cents –

Expenses: Youth hunts can start with a budget of \$1,000. Depending on the state-controlled hunting regulations, this amount can cover live birds, promotional materials, meals, snacks, beverages, and additional literature. Participants should bring their own equipment.

Revenue: To offset expenses, your chapter may become a state hunting/fishing license sales agent. Additional fees can then be added to license fees that will generate revenue for a youth hunt. Grant funding may also be available, or you can charge a nominal registration fee.

Getting the Word Out –

Advertise through the chapter newsletter and Web site and with your state’s fish and wildlife agency outdoor/hunter education program. Circulate fliers at local sporting goods retailers and send a pre-event news release to local media. Send a post-event news release to local media with photos of youth participating in the hunt. You will need to obtain parents’ permission to use photos of children in your public relations efforts. Provide youth and their parents with information about the League’s mission, your chapter’s accomplishments, and membership. Take advantage of those non-members attending by promoting the League and recruiting them as new members.

Chapters With Successful YOUTH HUNT Activities –

Martin L. Davey, OH
Cortland, NY
McCook Lake, SD

Lancaster Red Rose, PA
Boone Valley, IA
North Manchester, IN

Cass County, MN
Michigan City, IN
Mahaska County, IA

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SAMPLE OUTDOOR RECREATION AND ACTIVITY

CATEGORY: SHOOTING SPORTS

CATEGORY: SHOOTING SPORTS

ACTIVITY — ARCHERY

Description —

Historically used in both combat and hunting, archery — using a bow or crossbow to shoot arrows — has become an ever-popular precision sport. Many chapters designate an area of their property for recreational archery. This provides an opportunity for the chapter to organize and conduct an event or series of educational events introducing basic archery skills to other members and the public.

Benefits —

When you host an archery event or activity, you are introducing novice archers to a sport that can engage them in the outdoors and conservation. By creating an archery program for youth, you often engage parents, too, as both participants and new members.

Key Steps —

- Decide what age group you want to introduce to archery.
- Set up field archery targets with that age group in mind.
- If your event is for youth, focus the day's theme on the benefits of outdoor activities, using archery as a place to start.
- To encourage family participation, design your event so that the parents can learn archery alongside their children. Experience indicates that as children become more involved, so do their parents.
- Consider hosting a special women-only outdoor skills event that features archery.
- Make your event a family day and hold a barbeque. Such an event can attract people from the community who may later join as members.
- Make sure archery gear is in working order. Remember to apply range safety rules when live-firing bow and arrows. Always retrieve errant or fly-away arrows.
- When live-firing, have an adequate shooting range and range safety officers available, including one who is not giving instructions, but observing the firing line at all times.
- Have a first aid kit on hand, especially to administer aid to cuts. Depending on the season, make sure to have plenty of sunscreen, water, and weather-appropriate clothing.

Who Can Help —

Volunteers: The total number of volunteers will depend on the size of the event. Always try to have one volunteer member instructor per two shooting participants. Once you have obtained instructors, add

four additional volunteers: one or two to act as range safety officers, and another two or three to handle administration matters such as registration, meals, and other duties.

Partners/Sponsors: Area sporting goods stores, National Archery in the Schools Program, state fish and wildlife agencies, and other nearby IWLA chapters.

Technical and Other Support: State fish and wildlife agencies (outdoor or hunter education programs), National Bowhunter Education Foundation, and National Archery in the Schools Program.

Dollars and Cents –

Expenses: Assuming that your chapter has an archery range, you can start a basic program with complete junior archery equipment for \$2,500 to \$3,000. This covers about ten bows, five dozen arrows, three targets, and a bow tree (rack). Encourage participants to purchase their own arm guards and shooting gloves, but have some available for participants to use on loan. If you use National Archery in the Schools Program instructors, factor in \$35 per instructor for an eight-hour session. If you do not have a range, factor in archery range rentals; rates will vary by region.

Revenue: To offset expenses, consider asking for donated archery gear. If the gear is not available by donation, your chapter will need to make the initial investment, which can generally be offset after the second season. Consider asking local businesses, such as sporting goods stores, to make a contribution to underwrite the program. In return, you can direct new archery students to the sponsor's sporting goods store for added expert advice and future purchases. Charge a nominal fee for a basic education event.

With upgraded targets and an expanded archery course, you can also host adult and youth tournaments and three-dimensional animal target shoots for bow hunters. After their initial investment, some chapters have generated \$2,000 to \$4,000 per year, which can be reinvested in future chapter programs.

Getting the Word Out –

Send a pre-event media release and a post-event release with photos of your archery activity to local outlets. Advertise with state fish and wildlife agencies; in your chapter newsletter and on your Web site; and post fliers in area sporting goods businesses and at other nearby chapters to attract archers. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating in this activity by promoting the League and recruiting them as new members.

Chapters with Successful ARCHERY Activities –

Rockville, MD
Loudoun County, VA
Mountaineer, WV

Cortland, NY
Arlington-Fairfax, VA
Mary's Peak, OR

McCabe, MN
Prince William, VA
Hamilton, OH

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CATEGORY: SHOOTING SPORTS

ACTIVITY – FIREARMS EDUCATION AND TRAINING

Description –

Firearms education and training provides a valuable community service. It engages law-abiding gun owners and area law enforcement in the proper and safe handling and use of firearms. Training can be offered at several levels (such as beginner, intermediate, and advanced), and can include specialized firearm instruction for hunters, as a means of encouraging responsible outdoor behavior.

Benefits –

Finding proper training can be difficult for gun owners. By offering firearms education, chapters can offer an important community service and play a key role in making participants responsible gun owners. Chapters that conduct these courses can also bring in new members each year and earn a modest, yet steady, income for the chapter.

Key Steps –

- Obtain the National Rifle Association (NRA) curriculum as a framework for the course.
- Find an appropriate classroom setting with a chalk or white board, flip charts, and audio visual equipment.
- If you plan to live-fire firearms, identify a fully operational shooting range on chapter grounds or elsewhere. Be certain that the range is designed for the type of shooting required by course topic (such as handgun, rifle, or shotgun training).
- Recruit chapter members who are certified firearms instructors to lead the training.
- If the course is designed specifically for hunters, recruit specialists from your state the fish and wildlife agency's outdoor/hunter education staff. Refer to sample **Hunter Education Course** outdoor recreation and activity sheet.
- Consider hosting specialized courses that are open to area police and/or fish and wildlife agency game wardens or conservation officers.
- If live-firing firearms, have adequate shooting ranges and sufficient range safety officers available, along with shooting vests, shooting gloves, and protective ear and eyewear.
- As an added precaution, make sure loaner firearms are in working order. Have a first aid kit on hand.

Who Can Help –

Volunteers: Your chapter will need one volunteer instructor per two students. You will also need separate volunteers to operate as range safety officers and to oversee the activities. Each firearms discipline should have one lead instructor.

Partners/Sponsors: The National Rifle Association, area gun clubs, other chapters, local law enforcement departments, and sporting goods stores.

Technical and Other Support: The National Rifle Association, local law enforcement departments, state fish and wildlife agencies, and local parks and recreation departments.

Dollars and Cents –

Expenses: Average annual cost begins at \$1,500 to host a course, advertise, and purchase training materials, cleaning supplies, and ammunition. If you must purchase firearms for training purposes, include that as an extra expense in your calculations. If you intend to offer or sell snacks or beverages, add \$100 to the expenses.

Revenue: The National Rifle Association provides standard training materials at cost for such courses. Consider asking sporting goods stores for material donations. The NRA Foundation is a potential source of grant funding. Due to the nature of the program, hosting this event can potentially generate close to \$200 in revenue for each class of 10 students.

Getting the Word Out –

Advertise through your chapter's newsletter and Web site. Send a pre-event news release to local paper events or calendar sections. Ask area gun dealers and sporting good stores to post fliers. If you are working with area law enforcement, allow them to advertise the event as a public service. Follow up with a post-event release with photos of area citizens participating in the classroom or on the shooting range. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members attending this educational event by promoting the League and recruiting them as new members.

Chapters With Successful FIREARMS EDUCATION AND TRAINING Activities –

Boone Valley, IA
Arlington-Fairfax, VA
Lincoln, NE

Delta, OH
Loudoun County, VA
Greater Seattle, WA

Rockville, MD
Oil City, PA
Michigan City, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: SHOOTING SPORTS

ACTIVITY – SHOOTING SPORTS EVENTS

Description –

This activity allows chapter members, area gun owners and outdoors people to engage in shooting sports events, including informal and sanctioned competitions, and fun and historical era shoots (involving cowboy action, muzzle loading, and vintage military weapons). Competitive shooting sports include tests of proficiency (for accuracy and speed) and using various types of firearms (rifles, trap, skeet, action pistol, handguns, and air and BB-guns).

Benefits –

These events typically attract shooting sports enthusiasts, who then invite friends and families. Since shooting sports events test individual skill levels and emphasize firearm safety and proficiency, the community is exposed to a positive use of firearms as part of a wholesome, recreational past time. In addition, events open to the public can attract new members, particularly when chapters take the time to inform attendees about the chapter's full range of conservation projects and outdoor activities.

Key Steps –

- Locate and secure a fully operational shooting range, preferably a chapter-owned facility that can provide a safe and fun environment for shooting sporting arms.
- Solicit chapter volunteers with firearms experience for your event committee.
- Determine whether your volunteers need additional firearms instruction and competitive shooting organizer training. Advanced courses may be held in your region in conjunction with the National Rifle Association (NRA).
- Decide how you will handle food and drinks. Hire a concessionaire, or manage refreshments using volunteers.
- Advertise the event.
- Notify chapter members of the scheduled event so that non-competitors/event participants know ahead of time that they won't have access to the shooting facilities on that date.
- Open your event to public, including adults and children accompanied by adults.
- Have adequate shooting ranges and range safety officers available, along with requiring protective ear and eyewear.
- Have a first aid kit on hand, and if the event is outdoors, have plenty of sunscreen and drinks.

Who Can Help —

Volunteers: Key volunteers should be National Rifle Association-certified instructors and/or range safety officers. Plan to have one volunteer for every two shooting participants and one range safety officer in control of the shooting line at all times. If you host a youth event, enlist the help of volunteer members to provide activities for the children while they are not shooting. Also consider engaging several volunteers to handle the registration and food concession tables.

Partners/Sponsors: National Rifle Association and Boy Scouts of America. Also, Reserve Officer Training Corps, National Guard units, area military academies or schools, and high school varsity and collegiate rifle or shotgun teams

Technical and Other Support: National Rifle Association, National Shooting Sports Foundation, and state and local law enforcement agencies.

Dollars and Cents —

Expenses: If your chapter has a shooting range and shooters provide their own equipment, the program can cost as little as \$200 for the purchase of food and beverages for resale. If you are holding your event at another location, you may have rental and equipment (such as trap machine) fees.

Revenue: If you plan carefully, your registration fees can generate \$200 or more. The NRA Foundation provides grants to purchase new equipment.

Getting the Word Out —

Send a pre-event news release to local media and newspaper events or calendar sections. Advertise the event through your chapter newsletter and Web site, on chapter bulletin boards, and through fliers posted in area gun shops, gun clubs, sporting goods retailers, and other chapters. Send a post-event media release with photos of citizens participating in shooting events and/or holding trophies and prizes. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of those non-members participating by promoting the League and recruiting them as new members.

Chapters With Successful SHOOTING SPORTS Activities —

Winchester, VA
Rockville, MD
Lincoln, NE

Boone Valley, IA
Arlington-Fairfax, VA
Cass County, IA

Wisner, NE
Wildlife Achievement, MD
Wabash, IN

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).

CATEGORY: SHOOTING SPORTS

ACTIVITY – SIGHT-IN DAYS

Description –

Through this activity, chapters organize and conduct a series of day-long events where area hunters, mostly non-members, have limited, controlled access to the chapter's shooting range to prepare their firearms for hunting season.

Benefits –

Hunters using properly sighted-in firearms are more likely to make clean, lethal kills, reducing the chance of an errant shot or a wounded animal during the hunt. By encouraging hunters to use their firearms safely and proficiently, chapters can help improve the image of hunters and hunting in the local community. Because sight-in days are open to the public, these events also offer non-members a chance to discover the benefits of membership, including outdoor recreational facilities, and chapter-sponsored activities and conservation projects.

Key Steps –

- Secure the use of a fully operational shooting range, preferably a chapter-owned facility. The goal is to provide a safe environment to sight-in hunters' sporting arms.
- Sight-in days generally precede deer or other big game hunting seasons, so you can expect modern center-fire and muzzleloader rifles and shotguns using slugs or buckshot. Types of firearms and ammunition will also vary depending on state or regional hunting regulations. Make sure your range can accommodate all types of firearms and ammunition.
- Recruit chapter volunteers with firearms and hunting experience for the event committee.
- Provide additional hunter education and firearms instructor and gunsmithing training for your volunteers, as needed, in advance of the event. Contact the National Rifle Association (NRA) and your state fish and wildlife agency for assistance.
- Advertise your event to the public. Be sure to notify members of the scheduled day event, since the event would limit non-participants' access to the shooting facilities.
- Require shooters to sign in at a registration desk and pay entrance fees. Offer a friendly welcome and inform them of range rules. Provide sandbags, shooting scopes, and paper targets.
- As an option, have a trained gunsmith available to inspect and tag firearms before participants enter the range area. The gunsmith can also help with malfunctions or with minor repairs.
- Require shooters to proceed from registration area to the shooting range with firearms cased or uncased with actions left open (unloaded).

- Generally allow two shooters per shooting bench observer; limit the number of rounds each shooter may fire per gun.
- Closely monitor and enforce compliance with range safety rules when live-firing.
- Consider selling food and beverages and other commonly used items such as ammunition, disposable ear plugs, and inexpensive eye protection.
- Have adequate shooting ranges and range safety officers available and require protective ear and eyewear.
- Have first aid kit, sunscreen, and drinks on hand.

Who Can Help —

Volunteers: Key volunteers should be National Rifle Association-certified instructors and/or range safety officers. Plan to have one volunteer per two shooters (bench observers) one range safety officer in control of the firing line at all times, and gunsmith on site (optional). Also, consider having two volunteers for the registration and food concession stands or tables.

Partners/Sponsors: Local gun shop or sporting goods retailers and gunsmiths.

Technical and Other Support: National Rifle Association, National Shooting Sports Foundation, local gunsmiths and state fish and wildlife agencies.

Dollars and Cents —

Expenses: If the chapter has a shooting range and shooters provide their own equipment, the program will cost about \$100 to \$150, which goes toward the purchase of food and beverages for resale. Add \$150 or more to advertise locally.

Revenue: Registration fees can generate \$200 or more, depending on the fee per gun and the number of participants. The NRA Foundation may provide grants to purchase shooting equipment (such as sandbags and spotting scopes).

Getting the Word Out —

Advertise through the chapter newsletter, Web site, and bulletin boards. Distribute event fliers in area gunsmith and gun shops, sporting goods retailers, and the local office of your state fish and wildlife agency. Send a pre-event news release to media and local newspapers' events or calendar sections. Provide guests with information about the League's mission, your chapter's accomplishments, and membership. Take advantage of non-members attending this event by promoting the League and recruiting them as new members.

Chapters With Successful SIGHT-IN DAYS Activities —

Oil City, PA
Cortland, NY

Wildlife Achievement, MD
Boone River, IA

Delta, OH
Lincoln, NE

Note: For the most current specific chapter contacts, refer the *IWLA National Directory* or IWLA Web site (www.iwla.org).



UNIT VI:

COMMUNICATIONS AND MARKETING

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COMMUNICATIONS AND MARKETING



SUMMARY — This unit describes proven communication techniques to help your chapter improve its community outreach and inform and educate its members. Keeping your members informed and supportive of all aspects of the League will generate volunteers and new leaders. Building the League’s brand in the community will give your membership marketing efforts a boost and help to further advance our conservation mission.

External Communications

One way to measure the success of a League chapter is its prominence in the community. Have you ever talked to someone about the League and heard them say, “The Izaak Walton League! Who are they? What do they do?”

If this has happened to you, your chapter has room for improvement in its public relations efforts. Your chapter should set a goal of raising its visibility in the community and watch what happens to your membership numbers. The more people know about the League’s mission, the more conservation work we can accomplish.

Public Relations

Having an effective public relations effort is the key to building the League’s reputation in your community and spreading the conservation message. Unfortunately, chapters often overlook public relations in developing projects or annual plans. Here are some simple ways your chapter can launch a public relations effort.

Educate the Public — How do you acquaint the public with the League? You must let them know what you are doing. If you have nothing newsworthy to tell, your chapter may not be focused enough on the League’s conservation mission. Select a worthwhile project or activity and be sure to invite the public to participate.

Units IV and V provide examples of many good conservation projects and outdoor recreation and activities. Here are a few potentially newsworthy ones:

- **Conservation Projects.** Tree planting, stream monitoring and restoration, roadside litter clean-up

Keeping your members informed and supportive of all aspects of the League will generate volunteers and new leaders.



Let the local media help you generate free publicity and increased community support for your efforts.

- **Fund-Raising Projects.** Wild game dinner, recycling drive, field day
- **Fun Projects.** Dance, trap shoot, canoe float trip
- **Youth Projects.** Kid's fishing derby, outdoor skills clinic
- **Youth Education.** Scholarships, sponsorship for conservation camp
- **Public Education.** Hunter safety education course, wetlands workshop
- **Public Celebrations.** Arbor Day, National Fishing Week, Earth Day, National Hunting and Fishing Day

Never overlook the opportunity to promote any project that provides a service to the community, regardless of type or size. Play it up big. You should be proud of your League chapter and want the community to know about it.

Publicity and Media Relations — Let the local media help you generate free publicity and increased community support for your efforts. To do their job, reporters and broadcasters need your help, and they are not as intimidating as you might think.

The Message. To get the attention of editors or reporters, you need to offer them something newsworthy. Information is newsworthy if it is unusual or surprising, involves change, is timely and local, involves conflict, or affects the entire community. There are many ways to create newsworthy events. For example, organize a neighborhood litter cleanup, hold an Arbor Day poster contest in the schools, or present an award to a known citizen-conservationist.

Making Contact. Once you have something to publicize, make a list of all local newspapers and magazines (daily, weekly, and monthly), as well as television and radio stations. Next, take note of the editorial page writers, local news broadcasters, or reporters who regularly cover the outdoors, the environment, or community events. Also find out who manages the calendar of events section.

What Journalists Want. Legitimate, substantive news attracts journalists' attention. So in your dealings with them:

- Be clear about why your event matters and why it is important to the community. A local angle is key unless a reporter is writing for a national publication or network.
- Make sure the news is timely. Reporters aren't interested in activities from three weeks ago. Be sure that you're publicizing an upcoming event or issue.
- Remember that deadlines are important. Weekly newspapers want information several days, if not weeks, in advance. Monthly

publications work as much as two or three months ahead of time. Be aware of this and avoid calling reporters about something new when they are on deadline.

News Releases — Most journalists are very willing to hear news tips, story ideas, or announcements of events by phone or in person. However, they will usually ask you to give them written information first; that means producing a news release (also called a press or media release) to publicize an activity or accomplishment.

How to Write a News Release. It is important to communicate all the necessary information clearly and concisely. Reporters are too busy to browse through unimportant material. Keep your message short and straightforward — no longer than one page front and back, double-spaced. You may attach a fact sheet or chapter brochure with additional information, but be sure the key information is in the press release itself. Here are some points to keep in mind:

- If available, type the press release on chapter letterhead. In the top left corner, type “DATE: (Month, Day, Year)” and “FOR IMMEDIATE RELEASE.”
- Below the dateline, type “CONTACT: (Name, title, phone number, and e-mail address of two contact people).” Be sure one of the contacts is always available. If a reporter needs a quotation or more information, he or she must be able to reach someone quickly.
- Skip a line, and then type a one-line headline that summarizes your release. Center it and type it in boldface. For example: “**Jamestown Izaak Walton Chapter Organizes James River Workshop.**”
- Skip another line and begin the first, and most important, paragraph. At the beginning of the paragraph, type the dateline — the city (in all capital letters) and the state abbreviation (not postal service abbreviation). For instance: “GAITHERSBURG, Md. — The Izaak Walton League released a new study yesterday ...”
- Your lead paragraph should cover all the basics: what is happening, who is doing it, when and where it is taking place, and why it is important to the community. Subsequent paragraphs should expand on the first, providing additional interesting information and quotations. The final paragraph should give readers the name and phone number of someone to call for more information.
- At the end of the completed release, mark with either “### ” or “-30-” to let reporters know they have reached the end.
- Skip a line and write a sentence or two identifying the chapter, the League, and their goals. For example, “The Izaak Walton League of



Produce news releases to publicize an activity or accomplishment.



America was established in 1922. Its members work to protect soil, air, woods, water, and wildlife.”

Other considerations when sharing information with media outlets include:

Quotations. People like to read what someone else has to say. In a news release, it helps the reporter write the story. They may want to interview you or the key person involved, but may not have the time. By supplying one or more ready-made quotations, (in a longer release, two or three are even better), the editor or reporter can write a story that sounds as if they did an interview. Quotations also provide an important opportunity to highlight your most important messages.

Photos. Ask your media contact if he or she would like photographs to support the article. Daily newspapers may not want photos for simple announcements. But if the story has a human-interest angle, it will help the presentation and will help you secure more space. Make sure the photo is clear with good definition. Photography requirements will vary. Weekly papers are more likely to take a photo. Both may use their own photographer if they are doing an interview. If a television station decides to cover your story, they will supply their own camera crew for video footage.

Deadlines. Observing deadlines is critical to success. When you first contact a reporter, find out what his or her deadlines are. Be sure never to talk to them about your story when they are busy and working on another deadline. Try to have your release arrive a day or two before you want the story to appear. If you are pitching to a weekly publication, send the release a week in advance of when you'd like it to appear. When a reporter calls you for information, be sure to ask for the deadline. Be courteous and respond immediately to their messages.

Note: Refer to Appendix M for a sample news release.

Interviews — Congratulations! Your news release worked and several reporters want to cover your event. You now want to be prepared to talk to the reporters. News people are very willing to learn more about news tips, story ideas, or announcements once they've reviewed your submitted written information.

How to Prepare for an Interview. Have all of your facts and information ready before any interviews. Reporters want specifics. Be ready to answer all of their questions, including who, what, where, when, how, and why. Here are some other points to keep in mind:

- Develop a brief statement of the League's position on the topic you will address or the purpose of your event.

Quotations also provide an important opportunity to highlight your most important messages.

- Stick to the facts and illustrate your points with examples or anecdotes. Clearly state your views in short sentences supported by facts. Your biggest challenge in dealing with the media, particularly broadcast, is time. Before an interview, put together a few clear and concise sentences that best summarize your views.
- Remember, an interview with a reporter is not a normal conversation. You don't have to answer their particular questions, especially on broadcast. Have bridging sentences ready that will bring you back to the few key points you want to get across.
- During non-broadcast interviews, if you don't know the answer to a question, tell the reporter you will get back to him or her with the information if time permits. Or use your bridging sentences to drive your message home.

Other Media Contacts — Don't forget to look beyond the normal local media outlets for additional opportunities for publicity.

Outdoor Writers. Outdoor writers are often members of the Outdoor Writers Association of America (OWAA) or an organized statewide outdoor writers group. Their expertise and interest in the outdoors, nature, conservation, and the environment makes the League's issues particularly appealing to them. While many write for state, regional, or national publications, often they do freelance work for local newspapers and magazines. Some have regularly aired radio shows or produce television shows, often on a local cable provider. These are the perfect contacts to invite to visit your chapter, view a project, or attend an activity or event.

IWLA State Division. League state divisions often publish newsletters and maintain a Web site for promoting information about their chapters. Get to know and communicate regularly with the state division newsletter editor and web master.

IWLA National Office. Don't forget to pass along your newsworthy information to the League's communication staff for possible inclusion in the League's magazine, *Outdoor America*, and the Web site. Articles about your chapter's newsworthy events and projects also may be sent to the National Office. If you can include good photos, the article's chance of being used in *Outdoor America* is enhanced.

Note: Refer to the current *IWLA National Directory* or Web site for contact information.

Public Relations Committee/Media Outreach Chair — If you want to build an ongoing public relations effort, consider establishing a public relations or media outreach standing committee for the chapter.



If possible, recruit a person who has some expertise in the field to serve as the committee chair.

If possible, recruit a person who has some expertise in the field to serve as the committee chair. This person will also serve as a liaison with the National Office to communicate the chapter's public relations needs and receive League news updates and the latest information on dealing with the media.

With time and a plan, your committee will be on its way to developing key media contacts in the community and generating local and regional news coverage of your chapter's activities and events.

Your committee should keep a file or scrapbook of all printed news items covering your activities and events. You should also keep a list of radio and TV coverage, including the story's title, the media outlet, and the date. This will help the committee determine which communication vehicles are most effective and what kinds of stories and activities are covered. It will also help new committee members learn the ropes and add new sources to the list. In addition, news clips will help you recruit new members and apply for grants, since they provide solid evidence of your chapter's accomplishments.

Note: Refer to Unit I — League Leadership, for more information on chapter standing committees and committee chairs.

Internet

No other innovation in recent decades has changed the way we communicate with each other more than the Internet. Today, more than 70 percent of Americans use the Internet to shop, communicate, donate, and to join charitable organizations like the League.

The medium's speed, low cost, and almost timeless capabilities allow the League, its state divisions, and local chapters to reach new audiences efficiently and effectively. For example, the Internet has proven extremely helpful in organizing events, reaching the public with information on those events and activities, and in launching grassroots campaigns.

Web sites — All League chapters are encouraged to establish their own Web sites. These sites will provide the League with a greater presence, spread our conservation mission, and help attract new members.

Benefits. League chapters with Web sites have increased membership, volunteer support, and enhanced name recognition in their communities.

Design. Even a chapter with a few members and limited computer savvy can design and maintain its own Web site. There are many easy-to-use software packages on the market and associated services provided by various Internet service providers. In addition, the League's National Office has developed a template for chapters and state divisions to use to establish their

own Websites, at no charge, using Google Sites. For the chapter web page registration form and design template specifics, refer to Appendix G.

Web master. The first step in establishing a chapter Web site is to designate a chapter web master. This person will serve as a liaison with the National Office to communicate the chapter's web needs and receive the latest information on managing a Web site. Once the initial Web site is launched, the web master will be responsible for maintaining the site. While one person can handle this task, it would be helpful to have one or two other volunteers involved in the initial set up and day-to-day maintenance of the site.

Maintenance. The web master should update the information on the Web site as chapter news becomes available. You'll want to keep your site fresh by regularly updating news and by posting information about upcoming activities and membership information.

You should also include links to national and state division Web sites, and to like-minded groups and businesses. Chapters are asked to notify the League's National Office when they establish their own Web sites. This enables staff to link the national Web site's chapter page with yours, further aiding potential new members. Please send your Web site information electronically to chapters@iwla.org, or contact the Chapter Relations Department by calling toll free: (800) IKE- LINE, extension 236.

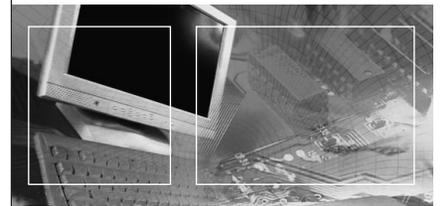
Advertising

Advertising attempts to persuade potential customers to purchase or consume more of a particular product or service. In our case, we advertise to attract new members and promote our brand of conservation.

Paid Advertising Space — Most advertisements appear in major media outlets such as television, radio, magazines, newspapers, billboards, and the Internet. Advertising is often placed by an advertising agency, but at the local level, chapters are likely to deal directly with media outlets.

Advertising can be expensive. To get more for your advertising dollars, seek and negotiate non-profit rates. If you prepay, you may receive a discount. By negotiating a package deal — running the same or similar ad multiple times — you may receive further discounts.

Public Service Announcements — Public Service Announcements (PSAs) are a different form of advertisement, designed to change people's minds about an issue, or inspire them to act. PSAs are submitted to media outlets for free placement, as space becomes available. To increase your chances of placement, you will want to create pre-made or camera-ready



The League has developed a template for chapters and state divisions to use to establish their own Websites.

Chapter bulletins, newsletters, and e-mails are the primary ways to inform chapter members about news, events, and other important information.

Keeping your members informed is essential to keeping them engaged in the chapter's work.

advertisements in a variety of sizes. Newspapers and magazines normally will provide you with the specifications for the ad sizes that they run.

In creating the PSA, you will want to get across your factual information using persuasive language and few words. Although photos are optional, the right photo can also go a long way towards conveying your message. Remember to include a contact for more information, such as a telephone number, e-mail address, or the chapter Web site.

Once again, negotiation can pay off. You might consider negotiating a two-for-one deal, where you pay for one placement, and they give you the second one for free as an in-kind service. The media outlet can claim a tax deduction for this donation.

Internal Communications

Keeping your members informed is essential to keeping them engaged in the chapter's work. Although external media outreach efforts will also help keep your own members informed, there are several internally directed communication vehicles that can relay information to your members, such as newsletters, telecommunications, and the Internet. Below are basic descriptions of each.

Newsletters

Chapter bulletins, newsletters, and e-mails are the primary ways to inform chapter members about news, events, and other important information. A newsletter is a regularly distributed publication generally about one main topic that is of interest to its subscribers — in this case, about the League chapter. Newsletters delivered electronically via e-mail, called e-newsletters, have gained rapid acceptance for the same reasons e-mail is gaining popularity over printed correspondence.

Printed — Published and mailed newsletters are currently the most common way chapters communicate with their members. Your newsletter should provide information of interest, not only to chapter members, but to supporters, community leaders, and potential members. Sending copies of newsletters to those outside the chapter membership is a common marketing strategy.

Content and Design. Keep your content crisp and relevant to your members, the community, and goals of the chapter. For example, insert your calendar of events, award announcements, and updates on chapter projects, activities, events, meetings, and workdays. You can also promote volunteer

opportunities by placing “want ads” seeking people with certain skills that are needed for an upcoming project or repair work.

For a better mix of information, utilize conservation news recycled from the League publications, reports, and Web site. The chapter editor should sign up to receive electronic copies of the League’s media releases, action alerts, and e-newsletter, *Conservation Currents*, via e-mail.

Simple design work can be performed on a personal computer. There are various publishing, font, and graphic design software packages available, many of which offer easy-to-use design templates.

Sponsorship and Underwriting. Some chapter newsletters sell advertising space to generate income or cover the costs of publication. Like-minded groups and businesses may want to support your chapter by purchasing advertising space in your newsletter.

It is important to note that in selling advertising space, certain restrictions may apply. For example, depending on the postage rate you use to mail the newsletter, your chapter may incur unrelated business income tax. For more information on this subject, refer to Unit II — Finance, Legal, and Fund Raising, and be sure to consult with a tax accountant if you decide to move forward.

Considerations. Producing a newsletter has its own challenges and demands. For example:

- Will you have enough information to complete and produce an issue? One technique is establishing set deadline dates for chapter leaders and committees to send you their submissions.
- The timeliness of the information is important, as is regular delivery. Whatever your schedule — monthly, quarterly, semi-quarterly — members will look for it. If it doesn’t come, they may lose interest and the newsletter will lose its effectiveness.
- Printing and print production (which also involves folding, tabbing, and affixing labels) costs money and requires volunteer assistance or the use of a mail house.
- Postage costs can add up if you mail your newsletter at the first-class rate. While discounted bulk and non-profit rates can save money, they also require a minimum of 200 pieces. To obtain discounted rates, you must have a U.S. Postal Service permit and sort all items by zip code order. Contact your local postmaster or the specialized bulk rate mail clerk at a regional post office for more details.



Chapters are requested to put the League's National Office on their newsletter mailing list.

Electronic – Sending electronic newsletters (e-newsletters) to members is perhaps the easiest, fastest, and cheapest method of delivery. An e-newsletter involves the same text, artwork, and photos as found on a printed and mailed newsletter, but requires a few tweaks to prepare it for dissemination via e-mail.

For e-newsletters to succeed, you must maintain a current listing of members' e-mail addresses. In addition, for those members who do not have access to e-mail accounts, you will still need to print and mail hard copies. Remember to also post a copy of the newsletter on your chapter Web site for easy access.

Chapters are requested to put the League's National Office on their newsletter mailing list. Staff benefits from the shared information, and it improves our ability to offer more program support for the chapters' many projects and activities. Please send printed editions to the attention of the Chapter Relations Department or electronically to: chapters@iwla.org.

Note: In this fast-paced society, the use of e-mails greatly expedites communications between League staff, leaders and members. It is important to gather and utilize them locally, as well as transmit members' current e-mail addresses to the National Office for limited official League use.

Newsletter Editor. Most chapters designate a newsletter editor (with the help of additional volunteers) to oversee the writing, production, and distribution of their newsletter. The newsletter editor is typically a member of the public relations committee.

If your chapter designates an editor, please have the individual contact the National Office so we can keep them informed of the latest tips on designing and managing a newsletter.

Telephones

The Internet and e-mail are becoming the preferred means of day-to-day communications, but the telephone remains essential. Chapters should maintain a permanently connected telephone at a chapter house. In addition, they may also want to:

- Maintain an answering machine. Expect messages inquiring about how to join or requesting more information about the chapter.
- Set up assorted message blocks to guide the callers to various options for information. For example: "Prompt 1 for meeting dates and times; 2

for location and directions; 3 for hunter safety class schedule; and 4 for stream monitoring training workshop.”

- Monitor messages on a regular basis and update standard announcements.
- Change the message to announce last-minute concerns or special needs. For example: “Tonight’s meeting has been postponed due to weather until ...,” or “The Protect our Wetlands Rally, sponsored by the Izaak Walton League, will be held at the state capitol on ...”.

Phone Banks. Smaller chapters may consider setting up an organized telephone bank or calling tree, whereby members call a list of other members assigned to them to quickly relay information. For this to work, your chapter needs to maintain an updated list of members’ telephone numbers.

Marketing

Chapters should develop marketing strategies to help identify, locate, and recruit potential new members. Such strategies should be refined over time as experience reveals better ways to increase attendance at chapter activities or events and generate support for projects. Below are some suggestions for developing a marketing plan.

Marketing Plan — A marketing plan is a written document that specifies a chapter’s resources, objectives, marketing strategy, and implementation. For example, the outline of a plan to increase membership might look like this:

Resources.

- Membership officer or membership dues recipient
- Membership committee and membership marketing chair
- Chapter leaders
- Member volunteers
- Paid services from businesses and vendors
- Media

Objectives.

- Increase local membership
- Improve the chapter’s status in community
- Enhance fund-raising abilities
- Improve member retention

Chapters should develop marketing strategies to help identify, locate, and recruit potential new members.



Approach your local or state government about establishing Izaak Walton League namesakes in your communities.

Marketing Strategy.

- Host an open house, participate in community events, and give public presentations
- Utilize free press, paid advertisements, placed public service announcements, newsletters, and a well-maintained Web site
- Hold a contest to challenge existing members to recruit new members
- Establish cooperative activities and projects and become a conservation advocate within the community
- Become active sponsors or supporters of other conservation efforts or organizations with similar missions

Implementation.

- Establish reasonable goals with measurable objectives
- Set up a plan timeline with short-, medium-, and long-term tasks
- Cultivate buy-in and support from chapter leaders and all members
- Secure adequate funding

Note: Refer to Unit III — Membership Recruitment and Growth, for more ideas.

Of course, similar marketing plans could be developed to market and promote most chapter-sponsored events, projects and activities.

Tips on Marketing Your Chapter. The general rule in selling is that most people need to *see something three times or more* before they buy it. Therefore, the more times and different ways you sell or market your chapter's name and programs in your community, the easier it will be to gain name recognition. Below are just a few ideas:

- Posters or fliers on bulletin boards in retail businesses, grocery stores, libraries, schools, town halls, store windows, and other public places
- Fliers distributed door-to-door or by mail
- Articles in your newsletter or in other groups' newsletters
- Information on your Web site or a link back from other groups' Web sites
- Public displays stocked with information in parks, malls, storefront windows, festivals, and county fairs
- Articles, announcements, or advertisements in local or regional newspapers, journals, and periodicals. Try to include all magazines, daily and weekly papers, and even bargain tabloids.
- Radio and television talk shows or special public commentary programs

Other Marketing Options — Consider supplementing these marketing strategies with the following inexpensive and simple-to-implement marketing options.

Branding. A brand is more than a name. It is an identity associated with an organization through a name or logo. The League’s brand is signified by our green and yellow bust seal. This logo has been around for more than half a century, and in some communities that have large, well-established chapters, our logo is quite recognizable. Chapters that are newer or smaller have to work harder to raise awareness of the League’s brand. Start with these simple methods:

- Ask all members to display IWLA decals on their vehicles.
- Display a large metal roadside sign of the League logo at your town’s entrance along with other fraternal and civic organization logos. A similar sign prominently displayed at the entrance to the chapter grounds helps people find the chapter and raises curiosity among those who pass by — maybe even persuading them to learn more and join.
- Create and distribute or sell merchandise displaying the logo, such as hats, shirts, mugs, shooting vests, patches, pens, or pamphlets.
- Include the League’s logo on membership advertisements to further create and reinforce “brand image.”

Library Subscriptions. For years, the League has encouraged chapters to purchase discounted subscriptions of *Outdoor America* to give to local community, school, and university libraries. It’s a cheap and easy way to get word out about the League and your local chapter in the community. Every issue features news about League members doing good conservation work at the local, state, and national levels, so each subscription further educates your neighbors about conservation issues. As a bonus feature, the mailing panel on the magazine cover reads “Compliments of *your chapter’s name*,” so the readers can quickly recognize and connect with the chapter name.

Established Namesakes. Approach your local or state government about establishing Izaak Walton League namesakes in your communities. These Izaak Walton League landmarks become part of the community and serve as a tribute to the local chapters and their positive influence. For example, some of our chapters have:

- Renamed the city street or private drive leading into their chapter “Izaak Walton Way”;
- Named their chapter grounds on local street maps “Izaak Walton Park”;



- Renamed a stream that the chapter adopted and restored “Izaak Walton Creek.”

Another common approach to gaining public recognition is to ask the local government to proclaim “Izaak Walton League Day.” In addition, you may be able to promote your chapter’s name in your local community by participating in an adopt-a-highway or adopt-a-stream program. In exchange for your work removing litter and improving the environment, most state highway departments or natural resource agencies will install roadside signs with your name in recognition of your efforts.



APPENDICES

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APPENDIX A:

CHAPTER OFFICER REPORT FORM

20__-20__ OFFICER REPORT FORM

MUST BE RECEIVED BY THE IWL A NATIONAL OFFICE BY
AUGUST 31ST. PLEASE COMPLETE AND RETURN THIS FORM
EVEN IF THE OFFICERS ARE UNCHANGED.

REQUIRED INFORMATION:

Division and Chapter Numbers _____
 Official Chapter Name _____
 Date Submitted _____

TOTAL Chapter dues *(includes national and division)*

Regular \$ _____
 Family \$ _____
 Student \$ _____
 Youth \$ _____

All persons listed on this form will receive leadership mailings.

INSTRUCTIONS:

1. List ALL officers, whether new or re-elected (Please type or write in black ink).
2. Send one copy to the national office and one to the division secretary, if applicable.

This form may also be found on our Web site at www.iwla.org.

CHECK HERE if information is the same as it appeared in the previous year's directory.

Please type or print clearly. Please attach separate sheet if additional space is needed.

Title	Name	Member Number <small>(if known)</small>	Street, Apt., City, State, Zip <small>(Use +4 zip if known)</small>	Home/Work Phone <small>(Please include area code)</small>	E-mail / Fax
President				H: W:	
Vice President				H: W:	
Secretary				H: W:	
Membership Dues Recipient				H: W:	
Treasurer				H: W:	
Environmental Ed. Chair				H: W:	
Save Our Streams Chair				H: W:	
Outdoor Ethics Chair				H: W:	
Conservation Issues Chair				H: W:	
Sustainability Ed. Chair				H: W:	
Shooting Sports Coordinator				H: W:	
Youth Program Coordinator				H: W:	
Media Outreach Chair				H: W:	
Webmaster				H: W:	
Newsletter Editor				H: W:	
Membership Marketing Chair				H: W:	

APPENDIX B:

TIPS ON CONDUCTING A MEETING/ SAMPLE MEETING AGENDA

Tips on Conducting a Meeting

Every conscientious officer in the League wants to have interesting, well attended meetings. However, in many cases, elected officers have not had experience in running meetings. Here we provide some guidelines to help officers make meetings more attractive to members and help ensure members' participation in chapter events, activities, and advocacy efforts.

Planning and Running – Chapters follow different systems for running meetings, but in virtually all cases, the best meetings are those that are planned in advance.

Have A Plan. Formats for League chapter meetings vary. Some meetings are noonday luncheon affairs. Others are held in the evening, with or without food as an attraction. In many chapters, the president runs the show from start to finish.

In some chapters, the president just handles the opening and closing of the meeting, plus any business that has to be taken care of, while a committee chairman conducts the main discussion or educational presentation.

Where there are two or more vice presidents, it is good to rotate the running of meetings so the secondary officers will have a chance to learn the ropes. After all, they may in time succeed to the presidency, and this gives them practice that may prove valuable later on. In a few chapters, it is customary to turn over occasional meetings to another officer or committee chair.

In any event, the best results usually are gained by planning the meeting ahead of time. Plans do not need to be elaborate. Many officers use a brief outline or “order of events” scribbled on a note card or a pre-printed agenda. Others type out a more detailed summary of what is to take place and the order in which the items will be taken up. Items that require a vote should be noted.

If you have a time limit, you may wish to jot down the number of minutes to be devoted to each successive part of the program. And by all means, get into the habit of being a timekeeper and starting and stopping the meeting on time.

In Session. Experience in observing literally hundreds of League chapter and division meetings has proven that starting meetings promptly at the schedule hour is one of the best ways of keeping up interest and assuring good and prompt attendance. Once your members realize that you are going to start at the time listed on your notice or program, they will arrive on time. The word will also get to the members who have not been attending, and they may be encouraged to attend.

Allow plenty of time for your more important discussions, but don't let them degenerate into a discussion of minor details. Also, give yourself a few minutes' leeway for the unexpected subject. These matters can fit into the agenda under the "new business" category. If the topic involves a complaint, refer the matter to the appropriate committee or officer.

If quick action is called for, ask the standing or special committee to retire from the hall with the sponsor of the action, and return with a report and recommendation before the meeting ends.

Sample Meeting Agenda

Agenda. A pre-planned agenda will help you conduct your chapter meetings more efficiently. Here is a suggested agenda with a timeframe allotted to each item, as well as some additional considerations:

1. **President Opens Meeting.** (1 minute)

2. **Recite U.S. Pledge of Allegiance and League's Pledge.** (3 minutes)

3. **Secretary Reads Minutes of Previous Meeting(s).** (5 minutes)

If minutes are long or time is short, or if there is general agreement that the minutes are in good shape, the president can, by unanimous consent or vote, dispense with reading time. Another alternative is for the secretary, who keeps minutes in full detail, to read a brief synopsis he has prepared in advance. If minutes are read, the president can simply announce "if there are no corrections, the minutes stand approved."

4. **Treasurer Gives Financial Report.** (3 minutes)

Because this item relates to chapter funds, it is usual to have a motion, voted upon, to accept this report at its conclusion.

5. **Introduce Guests And Welcome New Members.** (8 minutes)

Let the host members introduce their guests. Then welcome your new members. This should not be a haphazard business. Consider using the special induction ceremony, which requires only about seven minutes and is impressive and inspiring. It will go a long way toward teaching new members what the League is and why it exists. It will help you retain members. This ceremony should not be used at every meeting, but about three or four times a year. You should have a regular introduction team of four or five members who are well versed in the formalities.

6. **Old or Unfinished Business.** (10 minutes)

The presiding officer should have a list of unfinished business matters to be brought before the meeting. If there are many such items, he should announce that, in the interests of time, he would like to limit discussion of each to about two minutes.

7. **Committee Reports.** (5 minutes)

Unless well done, these can tire the members. One of the best systems is to have committees report to the chapter directors. A board representative might present a summary report for all committees at the open of the meeting or simply announce

committee actions or recommendations that require general membership action or concurrence. Long, dull reports on committee routine can kill a meeting. Report on the interesting matters that should, by their nature, be acted upon by the members.

8. New Business. (10 minutes)

In a chapter where there is diversified activity, the presiding officer must expect one or more new subjects to come up for discussion and plan accordingly. In this sample case, we will assume that an average of one item of “new business” will come up at each meeting, and that it will take at least five minutes for the discussion leader and the members to work it out.

9. Introduction of Guest Speaker. (3 minutes)

Arrange to have the speaker introduced by the member best qualified to do so. For example, the introduction might be made by a member who is not an officer but is a personal friend of the speaker, or knows more about the topic than the presiding officer. The introduction should include the speaker’s name, exact title or office held, and the topic and/or title of the presentation.

10. Guest Speaker. (20 to 25 minutes)

Ordinarily, you will arrange in advance with the speaker the length of time he or she has to make the presentation. Often, when you have a conservation speaker, your members will have some questions. Be sure your speaker is willing to entertain questions. If so, limit the speech to an agreed-upon length of time that allows for discussion.

11. Close Out and Adjourn the Business Meeting. (3 minutes)

The presiding officer invariably thanks the speaker, makes a brief announcement as to time and place of the next meeting, and declares the meeting adjourned.

With this type of meeting, you have taken up normal business quickly, presumably enjoyed a good, instructive talk, and are ready to go home or back to the shop or office, or to partake of post-meeting refreshments — all in the space of an hour and 20 minutes. Finally, you should manage the meeting using established parliamentary procedures, such as *Robert’s Rules of Order*. Those who preside over meetings should be familiar with the more commonly encountered parliamentary situations.

APPENDIX C:

GRANT INFORMATION SOURCES

Grant Information Sources

Where to Look for Information

1. **Foundation Center:** www.foundationcenter.org – Each of the tabs — Get Started, Find Funders, Gain Knowledge, View Events, Shop — provides a wealth of information. There are books and on-line services. You can also check with your local library to see if they have a hard copy of their foundation directory.

The Foundation Center also has a listserv that emails information about various foundations in the news. *Philanthropy News Digest* posts requests for proposals (RFPs) submitted by grantmakers everyday. Each RFP listing provides a brief overview of a current funding opportunity offered by a foundation or other grantmaking organization. You can subscribe to *RFP Bulletin*, a free listing of new RFPs delivered weekly by e-mail by visiting their Newsletters page. Extremely useful!

2. **Environmental Grantmaking Foundations** – You can view a directory of environmental funders online. This is a list of EGA members and other environmental funders who have submitted profiles about their work. It is not a complete list of environmental funders or EGA members.
3. **Chronicle of Philanthropy:** www.philanthropy.com – This is a great bi-weekly publication. It will keep you up to date on the non-profit sector, changes in the sector laws, trends, and recent grants. Annual subscription is \$72. You can also view many of the articles and information online for free.
4. **Guidestar:** www.Guidestar.org – The National Database of Nonprofit Organizations. Two resources are available here: 1) Looking up information on private foundations; and 2) Marketing your chapter.

Guidestar.org downloaded all the League's chapters that file an annual Form 990 with the IRS. However, they used the national office's contact and background information for every chapter. You or your chapter officers should review the information and provide more details on chapter programming. Many people use this database to find groups they may be interested in.

5. **Board Source:** www.boardsource.org – Good source for information on building effective boards and they have assorted publications and training sessions available.
6. **Internal Revenue Service:** www.IRS.gov – Get the publications that discuss the rules that non-profits must adhere to regarding gift substantiation — i.e., when formal acknowledgements must be sent for what amounts and language.

7. **Internet search:** www.Google.com or www.Yahoo.com – Do an internet search using phrases like “fundors in Ohio” or “grant fundors in Nebraska.” This often yields lists or information on who is giving to charities in your state. Once you have some names, you can look them up directly (They will have their own Web site) or use Guidestar.org.
8. **Federal, state and local governments** – The Missouri River Initiative is an interesting example of three League Divisions (Nebraska, South Dakota, Iowa) banding together to obtain government funding through the State Wildlife Grants Program (State Wildlife Habitat Action Plans) and the U.S. Fish and Wildlife Service. Check the Web sites of the various government agencies to see what funds might be available.
9. **VolunteerMatch:** www.VolunteerMatch.org – The VolunteerMatch network connects volunteers with nonprofit organizations. Every day, thousands of volunteers search VolunteerMatch for opportunities in their neighborhood. When volunteers see your listing, they simply click on it to connect with your organization and get involved. If you have an event, such as a road or river clean-up, you might try posting it on the site, well in advance. You might gain some new members.

APPENDIX D:

SAMPLE GRANT PROSPECT WORKSHEET

Izaak Walton League of America Grant Prospect Worksheet

Basic Information

Name: _____

Address: _____

Contact Person: _____

Phone/Email/Web site: _____

Type: Foundation Corporation/Business Association/Non-profit Individual

Geographic Focus: County State(s) Regional National

Fields of Interest (e.g. environment, youth): _____

Upcoming Deadlines: Letter of Inquiry _____ Proposal _____

Grant Ranges/Request Amount: _____

IWLA Chapter Program Target(s):

- Watershed Protection/Save Our Streams/Wetlands
- Outdoor Ethics/Hunter Safety/Shooting Programs
- Family/Youth Involvement
- Forest Stewardship/Timber Management/Invasive Species Removal
- Habitat Improvement/Fish Hatchery/Stocking/Game Bird Propagation/Stocking
- Litter Clean-ups (land/waterways)
- Wilderness & Public Lands
- Sustainability Education/Sustainable Growth Issues
- Energy Efficiency/Green Building
- Other _____

Source of Information

- Foundation Directory
- Guidestar.org
- Newspaper _____
- Magazine/publication _____
- Other (e.g., person, report/event program that lists donors) _____

Application Information/Next Step

- | | Completed | Rec'd/Response |
|---|------------|----------------|
| <input type="checkbox"/> Call/Write for Guidelines,
Application, and Annual Report | Date _____ | _____ |
| <input type="checkbox"/> Call Prospect for Feedback | Date _____ | _____ |
| <input type="checkbox"/> Send Letter of Inquiry | Date _____ | _____ |
| <input type="checkbox"/> Send Proposal | Date _____ | _____ |

APPENDIX E:

SAMPLE GRANT PROSPECT PROFILE (FOUNDATION CENTER)

The Ford Foundation

320 E. 43rd St.

New York, NY 10017-4801

Telephone: (212) 573-5000

Contact: Secy.

Fax: (212) 351-3677

E-mail: office-secretary@fordfound.orgURL: www.fordfound.org**Type of Grantmaker:** Independent foundation**IRS Exemption Status:** 501(c)(3)**EIN:** 131684331**990-PF:** [2006](#) [2005](#) [2004](#) [2003](#) [2002](#) [2001](#)**E-Grant Reporter****Last Updated:** 6/25/2008

Permission for IWLA to Reprint by
Foundation Center

Donor(s): Henry Ford†; Edsel Ford†.

Background: Incorporated in 1936 in MI. The foundation operated as a local philanthropy in the state of Michigan until 1950, when it expanded to become a national and international foundation. Since its inception, it has been an independent, nonprofit, non-governmental organization and has provided more than \$15 billion in grants and loans. These funds derive from an investment portfolio that began with gifts and bequests of Ford Motor Company stock by Henry and Edsel Ford. The foundation no longer owns Ford Motor Company stock, and its diversified portfolio is managed to provide a perpetual source of support for the foundation's programs and operations. The foundation is headquartered in New York and has overseas offices in Asia, Africa, Latin America, and Russia. The trustees of the foundation set policy and delegate authority to the president and senior staff for the foundation's grantmaking and operation. Program officers in the United States, Africa, the Middle East, Asia, Latin America, and Russia explore opportunities to pursue the foundation's goals, formulate strategies and recommend proposals for funding.

Limitations: Giving on an international basis, including the U.S., and some countries in Africa and the Middle East, Asia, Russia, Latin America and the Caribbean. No support for programs for which substantial support from government or other sources is readily available, or for religious sectarian activities. No grants for routine operating costs, construction or maintenance of buildings, or undergraduate scholarships; graduate fellowships generally channeled through grants to universities or other organizations; no grants for purely personal or local needs.

Purpose and Activities: The foundation's mission is to serve as a resource for innovative people and institutions worldwide. Its goals are to: strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement. Grants are made primarily within three broad categories: (1) asset building and community development; (2) knowledge, creativity, and freedom; and (3) peace and social justice. Local needs and priorities, within these subject areas, determine program activities in individual countries.

Program Area(s): The grantmaker has identified the following area(s) of interest:

Community and Resource Development: The area coordinates work in three fields and aims to create conditions for the development of sustainable and equitable communities. 1) Environment and Development: help people and groups acquire, protect, improve and manage land, water, forests, wildlife and other natural assets in ways that help reduce poverty and injustice. 2) Community Development: seek to improve the quality of life and opportunities for positive change in urban and rural communities. The foundation supports community-based institutions that mobilize and leverage philanthropic capital, investment capital, social capital and natural resources in a responsible and fair manner. 3) Sexuality and Reproductive Health: the foundation focuses on the social, cultural and economic factors that affect sexuality and reproductive health. Grant making emphasizes community-based responses to growing needs for prevention strategies and appropriate policies. It also focuses on empowering women and youth to participate in improving reproductive health and related policies.

Economic Development: The area seeks to make durable economic improvements in the lives of the disadvantaged. The area coordinates efforts in two fields: 1) Development Finance and Economic Security: support organizations that help businesses create employment opportunities and help low-income people acquire, develop and maintain savings, investments, businesses, homes, land and other assets. 2) Work-force Development: support organizations that help

improve the ways low-income people develop marketable job skills and acquire and retain reliable employment that provides livable wages. The Economic Development area administers program-related investments (PRIs) for the foundation's programs.

Education, Sexuality, Religion: The area works in three fields: 1) Education and Scholarship: seek to increase educational access and quality for the disadvantaged, to educate new leaders and thinkers and to foster knowledge and curriculum supportive of inclusion, development and civic life. Grant making supports policy, research and reform programs in both schools and higher education institutions around the world, with particular emphasis on enhancing the performance of educational systems through improving finance, access, accountability and training. Scholarship is supported to deepen understanding of such issues as gender, identity, pluralism and social change. 2) Sexuality and Reproductive Health: supports efforts to build knowledge, develop policy and deepen public understanding of sexuality and its relationship to human fulfillment, culture, religion and identity. 3) Religion, Society and Culture: examine the role of religious traditions of the world in shaping social values, with the goal of strengthening the contribution of these traditions to creating just, healthy and pluralistic societies. Grant making also seeks to support the participation of historically marginalized groups in the interpretation of diverse religious and cultural traditions and to examine the moral resources they offer contemporary societies.

Governance and Civil Society: The area works in two fields: 1) Governance: strengthen the responsiveness of state and local governments, improve the ability of national government institutions to secure peace and social justice, and build democratic global governance in the arenas of international economics, conflict and security. The area supports efforts to improve government performance, build public awareness of budget and tax issues and confront the challenges posed by the trend toward government decentralization. Additional areas of work promote the value of political equality in America through sound reforms in electoral procedures and campaign financing. The global dimensions of governance are addressed through grant making to improve the management of the international economy and to prevent, mediate and address the consequences of conflict within and between nations. 2) Civil Society: seek to increase the impact of citizens' groups working for peace and social justice, strengthen the philanthropic community that supports them, and encourage citizen oversight of the public and private sectors. The foundation believes in the value of associational life and in nurturing strong, independent and democratic civil societies. Grants seek to increase participation in public affairs beyond the act of voting and to strengthen civil society organizations. Another initiative aims to foster philanthropy that contributes to social justice outcomes. Other work strengthens global civil society and the ability of transnational citizens' coalitions to address public policy problems.

Human Rights: The area works in two fields: 1) Human Rights: promote access to justice and the protection of civil, political, economic, social and cultural rights, especially for the most vulnerable individuals and groups in society. Grant making emphasizes implementation of human rights protections by strengthening advocacy groups, supporting research and promoting outreach and education. Women's rights and racial justice programming builds on the historic victories of these movements in the United States and supports antidiscrimination efforts and the struggles of women and minority groups in Latin America, South Asia and elsewhere. Other programming supports the protection of refugees and the human rights of immigrants domestically and around the world. 2) Sexuality and Reproductive Health: works to secure recognition and enforcement of reproductive rights as embodied in the Plan of Action that emerged from the 1994 United Nations International Conferences on Population and Development in Cairo. This work combines the protection of human rights with the promotion of public health. Grant activities include HIV/AIDS prevention and efforts to end HIV/AIDS-related stigma and discrimination; halting sex-related trafficking, exploitation and violence; and promoting access to reproductive health services and technologies.

Matching Gifts: The foundation matches the monetary gifts of its employees to charitable organizations.

Media, Arts, and Culture: The area seeks to strengthen the arts and media as important contributors to the communities and societies in which they function, and works in two fields to accomplish these goals: 1) Media: strengthens free and responsible media that address important civic and social issues, and promotes policies and regulations that ensure media and information systems serve the public's diverse constituencies and interests. In addition, the foundation supports high-quality productions that enrich public dialogue on such core issues as building democratic values and pluralism. 2) Arts and Culture: the goal is to increase opportunities for cultural and artistic expression for people of all backgrounds; to foster documentation, dissemination and transmission of both new and traditional creative art forms; to broaden audience involvement and access; and to improve the livelihoods of artists and their opportunity to contribute to civic life.

Fields of Interest: Subjects: AIDS; Agriculture; Arts; Civil/human rights; Civil rights, race/intergroup relations;

Community/economic development; Crime/violence prevention, abuse prevention; Economics; Education; Education, early childhood education; Education, research; Elementary school/education; Employment; Environment; Environment, natural resources; Government/public administration; Higher education; Housing/shelter, development; Human services; International affairs; International affairs, arms control; International affairs, foreign policy; International economic development; International human rights; International studies; Law/international law; Leadership development; Legal services; Media/communications; Media, film/video; Minorities/immigrants, centers/services; Museums; Performing arts; Performing arts, dance; Performing arts, music; Performing arts, theater; Philanthropy/voluntarism; Public affairs, citizen participation; Religion, interfaith issues; Reproductive health; Reproductive health, sexuality education; Research; Rural development; Secondary school/education; Social sciences; Urban/community development; Women, centers/services; Youth development. **International Interests:** Africa; Asia; Latin America; Middle East; Russia; Southeast Asia.

Population Groups: Economically disadvantaged; Immigrants/refugees; Minorities; Women.

Geographic Focus: National; international.

Types of Support: Conferences/seminars; Consulting services; Continuing support; Curriculum development; Employee matching gifts; Endowments; Fellowships; Film/video/radio; General/operating support; Grants to individuals; Income development; Management development/capacity building; Matching/challenge support; Program-related investments/loans; Program development; Program evaluation; Publication; Research; Seed money; Technical assistance.

Publications: Annual report (including application guidelines); Informational brochure; Newsletter; Occasional report.

Application Information: Prospective applicants are advised to review the foundation's Web site for information or current funding guidelines. Application form not required. Applicants should submit the following:

1. Timetable for implementation and evaluation of project
2. Qualifications of key personnel
3. Statement of problem project will address
4. Brief history of organization and description of its mission
5. Detailed description of project and amount of funding requested

Initial approach: Brief letter of inquiry or online submission via website

Copies of proposal: 1

Board meeting date(s): Jan., May, and Sept.

Deadline(s): None

Final notification: Initial indication as to whether proposal falls within program interests within 6 weeks

Applications accepted in the following language(s): French; Spanish; Russian

Officers and Trustees: Kathryn S. Fuller,* Chairperson; Luis A. Ubinas, President; Barron M. Tenny, Executive Vice President, Secretary, and General Counsel; Linda B. Strumpf, Vice President and C.I.O.; Alison R. Bernstein, Vice President, Knowledge, Creativity, and Freedom; Pablo J. Farias, Vice President, Asset Building and Community Development; Maya Harris, Vice President, Peace and Social Justice; Marta L. Tellado, Vice President, Communications; Nicholas M. Gabriel, Chief Financial Officer and Treasurer; Nancy P. Feller, Associate General Counsel; Afsaneh M. Beschloss; Anke A. Ehrhardt; Juliet V. Garcia; Irene Y. Hirano; J. Clifford Hudson; Yolanda Kakabadse; Thurgood Marshall, Jr.; Richard Moe; Narayana N.R. Murthy; W. Richard West.

Number of Staff: 321 full-time professional; 232 full-time support; 2 part-time support.

Memberships: Regional Associations of Grantmakers: Council of Michigan Foundations; Donors Forum of Chicago; New York Regional Association of Grantmakers; Northern California Grantmakers; Southeastern Council of Foundations; Southern California Grantmakers. **Affinity Groups:** Asian Americans/Pacific Islanders in Philanthropy; Association of Black Foundation Executives; CFLeads; Consultative Group on Biodiversity; Emerging Practitioners in Philanthropy; Environmental Grantmakers Association; Funders' Committee for Civic Participation; Funders' Network for Smart Growth and Livable Communities; Funders Concerned About AIDS; Funders Network on Population, Reproductive Health and Rights; Funders for Lesbian and Gay Issues; Grantmakers Concerned with Immigrants and Refugees; Grantmakers Income Security Taskforce; Grantmakers In the Arts; Grantmakers Without Borders; Grantmakers for Education; Grantmakers for Effective Organizations; Grantmakers in Film and Electronic Media; Grants Managers Network; Hispanics in Philanthropy; International Funders for Indigenous People; Latin American Studies Association; Native Americans in Philanthropy; Neighborhood Funders Group; PRI Makers Network; Technology Affinity Group; The Communications Network; Women's Funding Network. **Associations and Other Philanthropic Organizations:** Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA); Council on Foundations;

European Foundation Center; Independent Sector; International Society for Third Sector Research; Nonprofit Coordinating Committee of New York; Philanthropy Roundtable; Women & Philanthropy.

Financial Data: Year ended 9/30/07: Assets: \$13,798,807,066 (market value); Expenditures: \$787,069,787; Total giving: \$583,915,463; Qualifying distributions: \$708,336,904; Giving activities include: \$581,217,904 for 1,836 grants (high: \$15,000,000; low: \$10,000); \$902,800 for 9 grants to individuals (high: \$200,000; low: \$13,000); \$1,794,759 for 907 employee matching gifts; \$5,753,339 for foundation-administered programs; \$24,000,000 for loans/program-related investments.

Estimated financial data for year ending 9/30/08: Assets: \$13,000,000,000; Grants: \$535,000,000

Additional Location Information: County: New York; Metropolitan area: New York-Northern New Jersey-Long Island, NY-NJ-PA.

Selected Grants: The following grants were reported in 2007:

\$10,000,000 to Community Foundation for Southeast Michigan, Detroit, MI. For New Economy Initiative to leverage resources and catalyze positive economic and social change in Detroit metropolitan area, payable over 2.25 years.

\$3,000,000 to National Public Radio, Washington, DC. To expand international reporting and programming capacity and for News and Notes, public affairs program giving voice to issues of importance to black Americans, payable over 1.75 years.

\$2,000,000 to Living Cities: The National Community Development Initiative, New York, NY. For general support for a collaborative program to promote large-scale positive change in the way the public and private sectors invest in urban neighborhoods, payable over 3 years.

\$1,510,000 to Dalit Foundation, New Delhi, India. To strengthen economic and social advancement of Dalits through social justice philanthropy, payable over 3 years.

\$1,200,000 to Migration Policy Institute, Washington, DC. For general support for research, policy analysis, communications, publications and networking on global migration and refugee issues, payable over 2 years.

\$675,000 to National Consumer Law Center, Boston, MA. To curb growth of lending practices that foster debt and drain assets from low-income families by expanding mortgage data repository and launching consumer awareness campaign, payable over 1 year.

\$650,000 to National Association of Universities and Institutes of Higher Education, Mexico City, Mexico. To expand academic and support services for indigenous students in Mexican higher education institutions and promote institutional reforms for their academic advance, payable over 2 years.

\$400,000 to Workforce Alliance, Washington, DC. For general support to promote public policies at state and federal levels that support training, advancement and economic security of low-wage workers, payable over 2 years.

\$350,000 to Government Accountability Project, Washington, DC. To institutionalize independent whistleblower protection programs within international financial institutions, payable over 2 years.

\$200,000 to Seventh Generation Fund for Indian Development, Arcata, CA. To expand work with native artists and arts organizations, and further develop Arts and Cultural Expression program, payable over 2 years.

APPENDIX F:

SAMPLE BLANK CHAPTER BROCHURE

ABOUT OUR CHAPTER

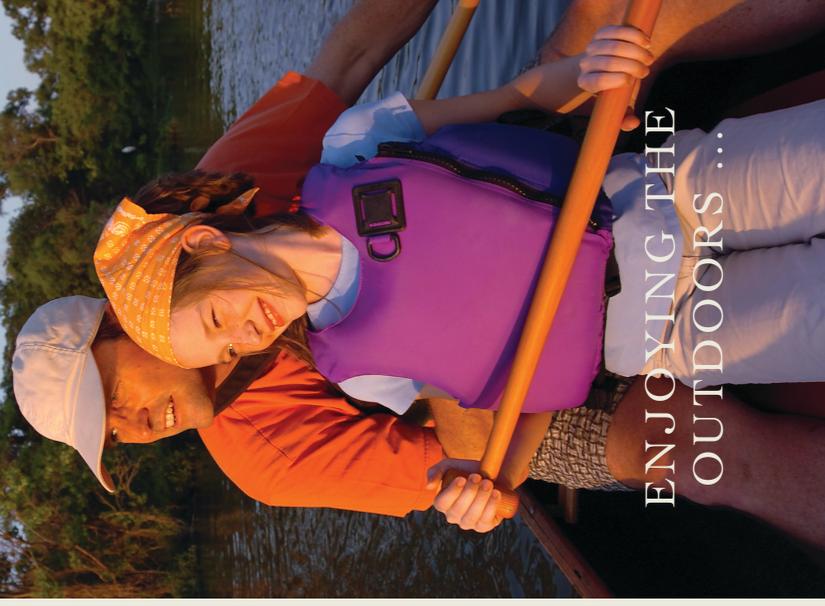
ABOUT OUR CHAPTER

The Izak Walton League of America — a non-profit, conservation organization — is recognized as a Section 501 (c) (6) public charity under the Internal Revenue Code. Minimum Donations are \$25.00. Contributions are tax deductible to the extent of the donor's adjusted gross income. Magazine is inseparable from dues. Chapter and Division dues may vary.

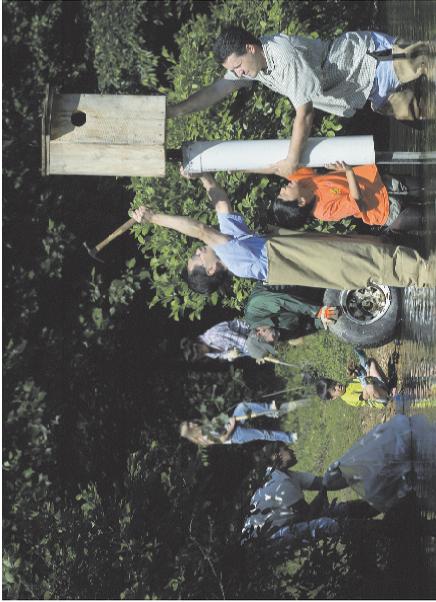
Photo Credits: Front Cover — David J. Sims; Protecting the Outdoors — Jay Clark; Hunters Silhouette — © Len Lauber/Wikipedia.com

25K 05/08

PROTECTING AMERICA'S OUTDOORS



ENJOYING THE
OUTDOORS ...



... PROTECTING THE OUTDOORS (A NATURAL CONNECTION)

JOIN US IN DOING BOTH. KEEP READING TO LEARN HOW.

OUR PROGRAMS



Our many programs support our chapter members' efforts to protect America's outdoors while defending the soil, air, woods, waters, and wildlife.

AGRICULTURE

Whether at the national level shaping federal farm policy, or at the local level teaching farmers how to be good stewards of the land, we advocate farming practices that sustain both natural resources and people.

CLEAN WATER

We are committed to improving the health of America's waterways through local action and national advocacy. Save Our Streams, an award-winning watershed educational program, teaches stream monitoring and restoration. Protect Our Wetlands, with its community workshops and other tools, educates the public about wetlands ecology and the importance of their protection.

ENERGY

How we obtain and use energy has far-reaching implications for human health, fish and wildlife, and the Earth's climate. Our energy program works to reduce emissions of harmful air pollutants, prevent global warming, promote energy efficiency, and foster the use of renewable energy.

OUTDOOR ETHICS AND SHOOTING SPORTS

Through litter cleanups, hunter and angler education, and outreach projects, we instill a conservation ethic into thousands of outdoor enthusiasts each year. We support ethical behavior by all gun owners to ensure safety of others and protect the environment.

SUSTAINABILITY EDUCATION

By promoting sustainable use of our natural resources, we work to protect America's outdoors from sprawl, over-consumption, and unwise development.

WILDERNESS AND PUBLIC LANDS

We strive to improve the management of our forests, rangelands, national parks, and wildlife refuges through education and advocacy at the state and national levels.

BENEFITS OF BECOMING A MEMBER



OUTDOOR AMERICA MAGAZINE

You will receive our award-winning, quarterly magazine, which educates you about the issues affecting the outdoors, empowers you to become a better steward, and shares your conservation successes with others.

REPORTS AND NEWSLETTERS

You can also receive several newsletters and reports each year that cover specific issues on natural resource conservation. If you have e-mail access, you can sign up for our electronic newsletter, *Conservation Currents*, which offers the latest news from programs.

ONLINE ADVOCACY

Through our Web site, www.iwla.org, you can sign up for Action Alerts to be notified when important legislation needs your support. You can also access our Conservation Advocacy Center, a powerful tool that allows you to contact your elected officials directly.

DISCOUNTS AND INSURANCE

You will receive discounts on IWLA publications and materials, group life insurance, and car rentals, as well as an IWLA affinity credit card (subject to approval).



CHAPTER PRIVILEGES

Located in nearly 300 communities nationwide, chapters offer our members a way to enjoy outdoor recreational activities and conservation projects with friends, families, and neighbors. Help us protect America's outdoors today by becoming a chapter member of the Izaak Walton League.

BENEFITS

Keep reading for more details about
our local Izaak Walton League chapter ...

WHAT WE'RE ALL ABOUT

CONSERVATION

Since 1922, the Izaak Walton League of America has been restoring wetlands and streams, establishing wildlife refuges and parks, fighting for cleaner air and healthier forests, and teaching outdoor ethics to thousands of recreationists. Nearly every major conservation victory in America bears our fingerprint.



COMMUNITY

Our work is guided entirely by grassroots volunteers. Members set policy through a democratic process that raises local issues to the state and national levels.

COMMON SENSE

We don't take a "doom-and-gloom" approach to conservation. Instead, we look for practical solutions that benefit everyone.

WE ARE

APPENDIX G:

CHAPTER WEB SITE REGISTRATION AND DESIGN TEMPLATE FORM



Instructions for Setting up a Chapter Web Site

A Web site can enable your Izaak Walton League chapter to communicate more easily with your members and to reach out to the wider conservation community in your area. Completing the form on page 3 will allow the IWLA National Office to set up a free basic Web site through Google™ for your chapter. This service is primarily for local chapters that do *not* already have a site, but might also be useful for those who do already have a site, but would prefer a simpler one that might be easier to maintain and update than their current one. Upon completion of your Web site, you will be given additional information from the National Office about how to log into and maintain your site.

1. First, complete the *Chapter Web Site Form* (page 3) for initial set-up of your site.

- This includes providing us with the name and contact information for your Webmaster (the person who will be responsible for maintaining your site), your chapter name, your banner selection (the picture at the top of your pages), and your basic home page text.
- In addition to creating your home page, we will create links to pages for “About Us,” “News,” “Programs and Activities” “Membership Information,” “Calendar,” and “Contact Us” that you will be able to fill in with information about your chapter. (Any pages you do not wish to have can be easily deleted later.)
- Please note that you will be agreeing to abide by Google™’s privacy and security policies by having a Google™ Web site. You can read their complete policies at this Web address: <http://www.Google.com/privacypolicy.html>.

2. Then mail or fax your completed, SIGNED form, and address any questions to:

Izaak Walton League of America
707 Conservation Lane
Gaithersburg, MD 20878-2983
ATTN: Tara Scibelli
Fax: (301)-548-0146
Phone: (301)-548-0150, ext. 255
Toll free: (800)-IKE-LINE
M-Th: 8:30 a.m.–2:00 p.m. E.T.

3. Upon completion of your Web site, you will receive the following from the national office:

- The Web site address (URL) for your chapter Web site.
- An initial password to log into your Google™ account to manage your site.
- Instructions on how to make basic changes to your Web site.

Remember to include your Webmaster’s contact info and sign the release at the bottom of the form.

Thank you very much!

Below is what your home page will look like, using the fictional Jamestown Chapter as an example.



THE IZAAK WALTON LEAGUE OF AMERICA



Navigation

- [Jamestown Chapter](#)
- [About Us](#)
- [News](#)
- [Programs/Activities](#)
- [Membership Information](#)
- [Calendar](#)
- [Contact Us](#)
- [Sitemap](#)

Jamestown Chapter

For more than eight decades, the Jamestown Chapter of the Izaak Walton League has worked to protect the natural resources of Jamestown and Virginia's tidewater region.

Our mission is to conserve, maintain, protect and restore the soil, forest, water, and other natural resources of the United States and other lands; to promote means and opportunities for the education of the public with respect to such resources and their enjoyment and wholesome utilization.

[Sign in](#) | [Home](#) | [Sitemap](#) | [Terms](#) | [Report Abuse](#) | [Print](#) | Powered by [Google Sites](#)

Other Links

- [Izaak Walton League of America](#)
- [Virginia Division](#)

Chapter Web Site Form

These are the questions we need you to answer for completion of your Web site.

Webmaster Contact Information

Name: _____ Home Phone: _____

E-Mail: _____ Work Phone: _____

1. Please print your chapter name, as it appears in the *IWLA National Directory*, for your home page:

2. Please indicate the picture banner from page 4 that you would like below your chapter name:

- | | |
|---------------------------------|---------------------------|
| _____ A. Mountain Majesty | _____ B. Sunrise Cattails |
| _____ C. Swimming Bullfrog | _____ D. Dawn Hunter |
| _____ E. Fishing Father and Son | _____ F. Hiking Couple |
| _____ G. Bear at Salmon Run | _____ H. Sunset Canoe |
| _____ I. Flowing Stream | |

3. Please print the text (no more than 100 words) you want in the **center** of your home page. This should be basic information about your chapter, such as your mission and basic historical information.

Hold Harmless Agreement

As an officer of the chapter, I understand and agree that the Izaak Walton League of America is providing the Web site template and link from the main IWLA Web site as a courtesy to our chapter. I understand that the operation of and content on this Web site are the sole responsibility of our chapter and that the chapter assumes all risk for any loss or damages related to or arising out of the creation, content, or use of the Web site. The chapter also agrees to abide by any and all applicable local, state, or federal laws and understands and agrees that the Izaak Walton League of America may, at any time in its sole discretion, limit or deny access to the chapter's Web site from the IWLA Web site.

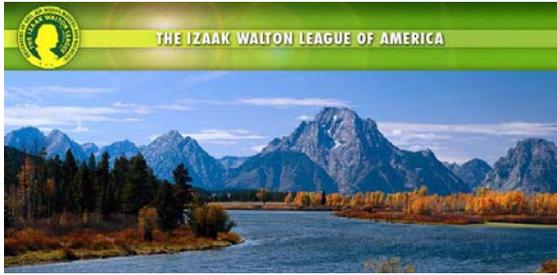
Chapter Officer's Signature

Position

Please **print** name signed above

**Send to: Izaak Walton League of America, 707 Conservation Lane, Gaithersburg, MD 20878-2983,
ATTN: Tara Scibelli; Fax: (301)-548-0146; Phone: (301)-548-0150, ext. 255; Toll Free: (800) IKE-LINE**

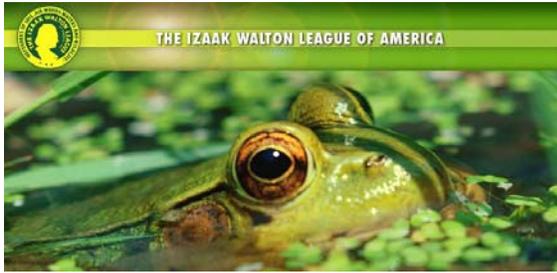
Please select from these banners for #2 on the *Chapter Web Site Form*.



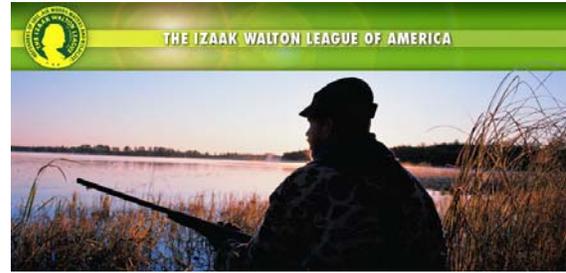
A



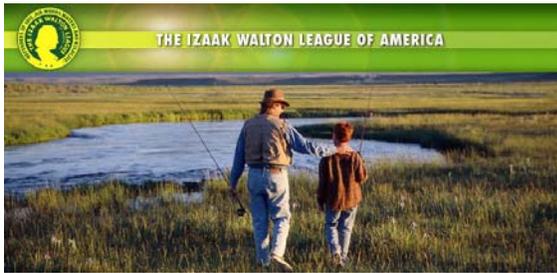
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C



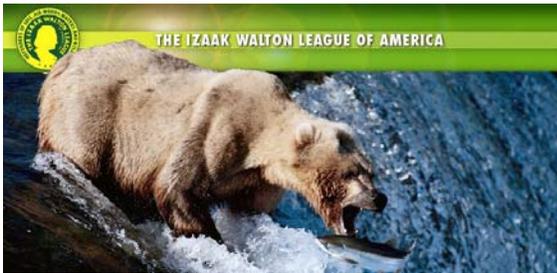
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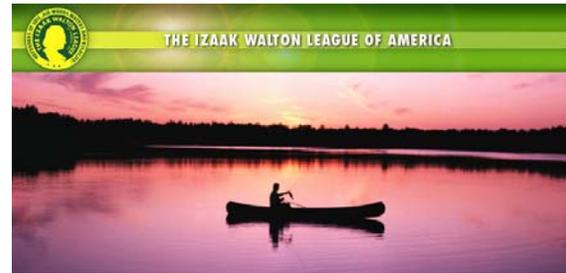
E



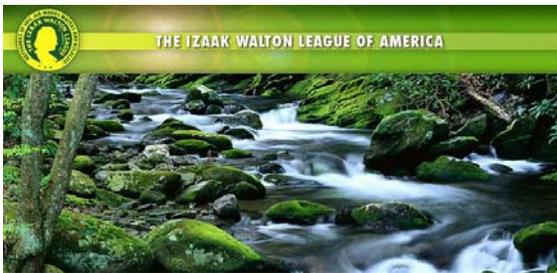
F



G



H



I

APPENDIX H:

IWLA FACT SHEETS ORDER FORM

FACT SHEET

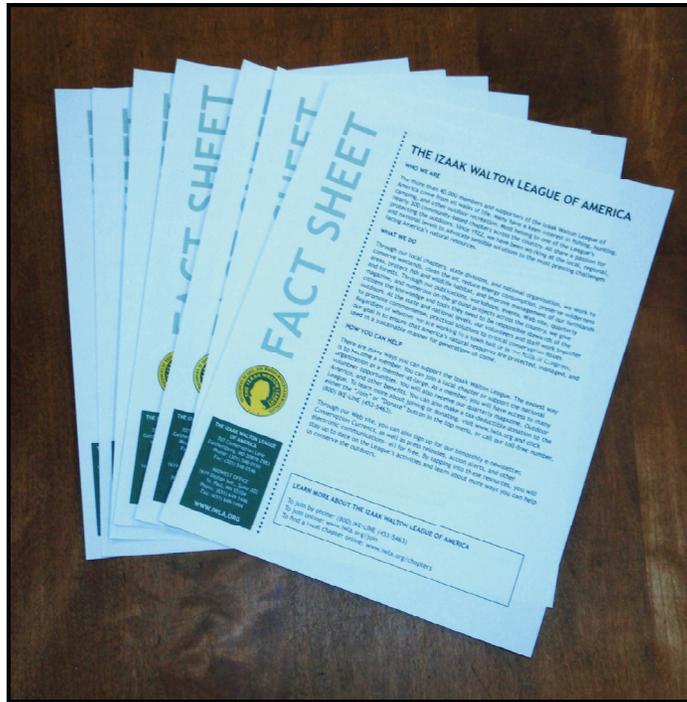


THE IZAAK WALTON LEAGUE
OF AMERICA
707 Conservation Lane
Gaithersburg, MD 20878-2983
Phone: (301) 548-0150
Fax: (301) 548-0146

MIDWEST OFFICE
1619 Dayton Ave., Suite 202
St. Paul, MN 55104
Phone: (651) 649-1446
Fax: (651) 649-1494

WWW.IWLA.ORG

ORDER FORM



The Izaak Walton League has developed a series of Fact Sheets about the League and our conservation programs. We recently expanded the series to include 14 more detailed titles. These useful one-page documents describe our mission, achievements, programs, and goals.

We encourage you to use these fact sheets to help educate new chapter members and during public events for people interested in learning more about the League.

TO VIEW

Visit the League's Web site to view detailed samples of downloadable Fact Sheets online at: <http://www.iwla.org/chapters>. They are listed on the right column under "Chapter Materials/League Fact Sheets."

TO ORDER

Use this form to request free, limited bulk quantities of these Facts Sheets from the IWLA National Office (Gaithersburg, MD). Topic titles and quantity availability are subject to change. Allow 10 business days for fulfillment of your order.

OVER PLEASE ...

IWLA FACT SHEET ORDER FORM

✓ Items Desired	IWLA Item Number	Fact Sheet Topics	✓ Quantities Desired
___	1)	The Izaak Walton League of America	___25 ___50 ___100
___	2)	Agriculture	___25 ___50 ___100
___	2A)	Conserving Farmland	___25 ___50 ___100
___	2B)	Managing the Missouri River	___25 ___50 ___100
___	2C)	Managing the Upper Mississippi River	___25 ___50 ___100
___	3)	Clean Water	___25 ___50 ___100
___	3A)	Conserving Wetlands	___25 ___50 ___100
___	3B)	Monitoring and Restoring Streams	___25 ___50 ___100
___	3C)	Stopping the Spread of Invasive Species	___25 ___50 ___100
___	4)	Energy	___25 ___50 ___100
___	4A)	Advancing Renewable Energy	___25 ___50 ___100
___	4B)	Cleaning the Air	___25 ___50 ___100
___	4C)	Curtailing Global Warming	___25 ___50 ___100
___	4D)	Promoting Energy Efficiency	___25 ___50 ___100
___	5)	Outdoor Ethics & Shooting Sports	___25 ___50 ___100
___	6)	Sustainability Education	___25 ___50 ___100
___	6A)	Promoting Sustainable Communities	___25 ___50 ___100
___	6B)	Understanding Population and the Environment	___25 ___50 ___100
___	7)	Wilderness & Public Lands	___25 ___50 ___100
___	7A)	Managing Public Lands	___25 ___50 ___100
___	7B)	Preserving Wilderness Areas	___25 ___50 ___100
___	8)	Sample Set of 7 Primary Titles (above in bold-faced) (Collated and Stapled)	___ 1 ___ 5 ___ 10
___	9)	Sample Set of All 21 Titles (all above) (Collated and Stapled)	___ 1 ___ 5 ___ 10

SEND TO

Chapter Name _____ No. _____ - _____
(Optional)

Name _____ Officer Title _____
(If applicable)

Street Address _____

City _____ State _____ Zip _____ - _____

OR TO ORDER DIRECT

By Phone: Call toll-free (800) IKE-LINE (453-5463), extension 0
(9:00 a.m. to 5:00 p.m. EST, Monday through Friday).
Or use voice mail at extension 212 (After business hours).

Fax: You may fax your completed order form to (301) 548-0146.

E-mail: amorris@iwla.org

APPENDIX I:

EXAMPLES OF CHAPTER CONSERVATION PROJECTS

Examples of Chapter Conservation Projects

Fish and Wildlife –

- Bat Boxes
- Bird Nesting Boxes
- Fish Habitat Structures
- Fish Hatchery and Stocking
- Fisheries Habitat Improvement
- Landowner Recognition For Hunter/Angler Access
- Promote Hunter/Landowner Relations and
- Promote Proper Use Of Natural Resources
- Promote Responsible Use/Anti-Poaching Rewards
- Wildlife Habitat Improvement/Food Plots
- Wildlife Propagation and Management
- Wood Duck Nest Box

Forestry and Public Lands –

- Advocate For Protection On Public Lands
- Arbor Day Event
- Arboretum
- Forest Management Workshop
- Forest Stewardship Plan On Chapter Grounds
- Hiking and Nature Trails
- Invasive Species Removal/Control
- Monitor Local Conservation Easements
- Native Grasslands Restoration
- Reforestation
- Reforestation with Native Nut-Bearing Trees
- Stewardship/Partnership On Nearby Public Lands
- Forest Resources/Timber Management
- Tree Nursery/Tree Planting/Reforestation

Sustainable Communities –

- Community Recycling
- Conservation Easement In Community/Chapter Grounds
- Cooperative Conservation Demonstration Site
- Earth Day
- Energy Conservation Workshop
- Green Building Design In Community/Chapter Grounds
- Monitor Local Conservation Easements
- Natural Resource Conference Sponsor/Host
- Open Space Protection In Community/Chapter Grounds
- Promote Energy Efficiency In Community/Chapter Grounds
- Review/Testify On Land Use Planning And Practices
- Roadside Litter Cleanup
- Sustainable Landscaping/Rain Barrels And Gardens+
- Vermicomposting

Watershed and Wetlands –

- Lake and Pond Preservation/Management
- Promote Watershed Protection
- Riparian Buffer Plantings
- Stream Monitoring
- Stream Restoration
- Watershed Workshop
- Waterways Litter Cleanup
- Wetlands Conservation

APPENDIX J:

CHAPTER CONSERVATION PROJECT DESCRIPTION WORKSHEET

Chapter-Sponsored Conservation Project
Description Worksheet

The League would like to share your chapter's successful conservation projects with other chapters. Please give example(s) with details so that others can coordinate a similar project on their chapter grounds or in their community. Please attach additional page(s) if necessary.

Chapter Name:

State:

What is it?

Project title:

Brief description:

Benefits to the chapter and/or community:

How's it organized?

Describe the key steps and tasks used to undertake this project (Give step-by-step how to's):

Who helped you?

Number of volunteers needed:

Other partners groups (Other than IWLA):

Outside resources for technical or other support:

Dollars and cents

Approximate expenses:

Funding sources (How did you pay for it? Through your chapter budget, special donations, or grants?):

Revenue generated (If applicable):

In the news

Promotional and advertising:

Media recognition:

Who's in the know?

Key person(s) involved - Specify contact name/telephone/e-mail:

(NOTE: Information may be shared with other chapters. If requested, they need to be willing to assist and give advice to others.)

Any other thoughts?

Safety and environmental considerations:

Other comments and suggestions:

Please feel free to make photocopies of this two-page worksheet form for all conservation projects you wish to highlight. Send by mail to: IWLA Chapter Relations, 707 Conservation Lane, Gaithersburg, MD 20878-2983. Or via e-mail to: chapters@iwla.org

APPENDIX K:

EXAMPLES OF CHAPTER OUTDOOR RECREATION AND ACTIVITIES

Examples of Chapter Outdoor Recreation and Activities

Community Education and Outreach –

- College Scholarship
- Conservation Issue Rally
- Disabled Citizen Outdoor Event
- Fundraising Auction
- National Hunting and Fishing Day
- New Member Open House
- Outdoor Recreation Benefit
- Outdoor Sports Show (Hunt, Fish, Boat) Exhibitor
- Project Learning Tree Facilitation Training
- Project WET (Water Education for Teachers) Facilitation Training
- Project WILD Facilitation Training
- Seasonal Festival
- Science Fair Judging/Award Sponsorship
- Veterans Appreciation Day

Family and Youth Involvement –

- 4-H
- Annual Meal/Banquet
- Big Brothers/Big Sisters Mentoring
- Envirothon
- Family Day Outing
- Future Farmers of America
- Girl Scouts
- Greenwings (Ducks Unlimited)
- IWLA Youth/Student Chapter
- JAKES (National Wild Turkey Federation)
- Nature Link (National Wildlife Federation)
- Outdoor Expos (Weatherby Foundation)
- Paddle Sports Day
- Scouting – Cub Scouts, Boy Scouts, Venturers
- Step Outside (National Shooting Sports Foundation)
- Trailblazer (U.S. Sportsmen’s Alliance)
- Uncle Ikes/Young Ikes (IWLA)
- Women in Nature/Outdoor Skills
- Youth Conservation Camp/Outdoor Classroom
- Youth Field Day

Fishing, Hunting and Wildlife Viewing –

- Advanced Hunter Skills Education
- Angler Education
- Bowhunter Education Course
- Hunter Education Course
- Boater Education
- Fishing Clinics
- National Fishing Week/Free Fishing Day(s)
- Wildlife and Bird Watching Tours
- Youth Fishing Event
- Youth Hunt
- Youth Hunter Education Challenge (National Rifle Association)

Shooting Sports –

- Archery Shoots/Competitions
- Archery Education and Training
- Firearms Education and Training
- Shooting Sports Events/Firearms Shooting Competitions
- Sight-In Day

APPENDIX L:

CHAPTER OUTDOOR RECREATION AND ACTIVITY DESCRIPTION WORKSHEET

Chapter-Sponsored Outdoor Recreation and Activity
Description Worksheet

The League would like to share your chapter's successful outdoor recreation and activities with other chapters. Please give example(s) with details so that others can coordinate a similar event or activity their chapter grounds or in their community. Please attach additional page(s) if necessary.

Chapter Name:

State:

What is it?

Activity title:

Brief description:

Benefits to the chapter and/or community:

How is it organized?

Describe the key steps and tasks used to undertake this activity (Give step-by-step how to's):

Who helped you?

Number of Volunteers Needed:

Other Partners Groups (Other than IWLA):

Outside Resources for Technical or Other Support:

Dollars and cents

Approximate expenses:

Funding sources (How did you pay for it? Through your budget, special donations, or grants?):

Revenue generated (If applicable):

In the news!

Promotions and advertising:

Media Recognition:

Who's in the know?

Key person(s) involved - Specify contact name/telephone/e-mail:

(NOTE: Information may be shared with other chapters. If requested, they need to be willing to assist and give advice to others.)

Any other thoughts?

Safety and environmental considerations:

Other comments and suggestions:

Please feel free to make photocopies of this two-page worksheet for all outdoor recreation and activities you wish to highlight. Send by mail to: IWLA Chapter Relations, 707 Conservation Lane, Gaithersburg, MD 20878-2983. Or via e-mail to: chapters@iwla.org

APPENDIX M:

SAMPLE NEWS RELEASE



Jamestown Chapter
Izaak Walton League of America

NEWS RELEASE

January 1, 2009
FOR IMMEDIATE RELEASE

Contact: John Smith, (757) 555-1234, president@jamestown-iwla.org
Rolf Smith, (757) 555-4321, cleanwaters@jamestown-iwla.org

Jamestown Izaak Walton League Chapter Organizes James River Workshop

JAMESTOWN, Va. – On Saturday, February 28, 2009, the Jamestown Chapter of the Izaak Walton League of America, with funding from the Tidewater Fish and Wildlife Foundation, is holding a workshop in the tidewater area of Virginia to teach citizens how to collect and identify aquatic insects and crustaceans to determine a stream's health.

The indoor sessions of the workshop will be held at the John Smith Memorial Chapter House of the Jamestown Chapter of the Izaak Walton League. The chapter is located at 9999 Roanoke Drive, S.E., Jamestown, VA 12345, with easy access of I-64 off exit 1000. The workshop will include training at various local streams — tributaries of the James River. The indoor session begins at 9:00 a.m. and will run until 3:30 p.m. Stream visits are scheduled for 1:30 p.m. to 3:00 p.m.

According to chapter president, John Smith, “The Izaak Walton League chapter has been teaching citizens how to monitor streams using these techniques for forty years through its Save Our Streams program. We’ve been an active participant of our community’s Annual Canoe Regatta to clean the James River.”

Those interested in attending the stream monitoring workshop should contact the educational event organizer, Rolf Smith in advance. You may download a registration form online at: www.jamestown-iwla.org.

###

The Jamestown Chapter of the Izaak Walton League of America was established in 1922. Its members work to protect soil, air, woods, water and wildlife of Jamestown and Virginia’s tidewater region.



IWLA NATIONAL DIRECTORY



THE IZAAK WALTON LEAGUE OF AMERICA
2009 NATIONAL DIRECTORY

Coming Soon! Replace this page with Directory to arrive in February 2009.
Prior to February, please refer to the actual printed current version of the IWLA National Directory.

Celebrating the 40th Anniversary of Save our Streams



NATIONAL CONSERVATION CENTER

707 Conservation Lane
Gaithersburg, MD 20878-2983
Phone: (301) 548-0150 Fax: (301) 548-0146
E-mail: general@iwla.org

WWW.IWLA.ORG

MIDWEST OFFICE

1619 Dayton Avenue, Suite 202
St. Paul, MN 55104-6206
Phone: (651) 649-1446 Fax: (651) 649-1494
E-mail: midwestoffice@iwla.org