

Team River Runner Chapter Handbook



TEAM RIVER RUNNER
HELPING OUR WOUNDED VETERANS

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Welcome to Team River Runner

Team River Runner (TRR), established in August 2004 in the Washington, DC area, is a volunteer organization run by a National Office (TRR-N) staff in Maryland near its first Chapter (Walter Reed National Military Medical Center) and overseen by a Board of Directors. TRR, working as a Chapter of Disabled Sports USA, gives active duty service members, veterans, and their family members an opportunity to find health, healing, community purpose, and new challenges through adventure and adaptive paddle sports. The benefits of TRR have as much to do with social support, finding emotional strength, and re-creating personal identity as they do with athletics.

TRR was established to help active duty military personnel wounded in Iraq and Afghanistan who were recovering at Walter Reed Army Medical Center. With the success of the program obvious and the opportunity elsewhere apparent, TRR expanded to other Department of Defense (DoD) and Department of Veterans Affairs (VA) chapters in 2007. All TRR Chapters and Programs actively seek to collaborate with any and all national and community programs. **Generosity** of collective efforts as a team creates more powerful and successful programming.

The TRR National Program is now **inclusive** -embracing all who wish to participate. The highest level programming is having wounded/disabled veterans take on leadership (**purpose**) in local programs. Veterans or volunteers without disabling wounds or issues are encouraged to take part as well.

There are now over 60 operating TRR chapters across the country. In 2018 we served over 2000 veterans and active duty soldiers. TRR has become a family of grass roots support and a valuable recreation therapy resource for our vets.

With the stand-up of your new chapter, you and your local team will be joining a national organization that will provide guidelines for initial stand up, directions for operating a chapter, and support and resources as you go forward. You will find resources throughout this handbook that you can use initially and refer to as your chapter progresses.

Your new chapter will be giving retired and active duty military personnel an opportunity to heal from profound psychological and physical wounds by exploring the challenges of kayaking and other paddle sports. For those recently injured, kayaking might be the first new skill they have a chance to learn – as opposed to re-learning a previously expert skill. Our paddlers, by choosing a positive life in the face of great disadvantages, will subtly and quietly change the lives of those with whom they come into contact, on and off the water, for the rest of their lives. This includes the volunteers of your new chapter.

Some participants may participate briefly or infrequently. Others will incorporate paddlesports as a significant component of their lives. TRR encourages a lifelong involvement in this therapeutic activity. To encourage a structured, safe, and rewarding progression of skills, TRR

has developed a [Pathway to Paddler checklist](#) to become accomplished paddlers. For those who wish to move into leadership and instruction roles, we have a [Pathway to Instructor checklist](#) as well.

Organizing your chapter and Getting Started

First, do not be overwhelmed by the Chapter Handbook or any of the rest of the materials referenced here. Setting up and running a Chapter is not difficult. Second, realize you are not doing this alone. The TRR-N Program Director will assist you and guide you through the standup process. You will also have access to a Regional Coordinator for ongoing questions and issues. Third, every chapter has different needs and opportunities, and will not look exactly like every other chapter. The Handbook is intended as guidance only, and you are given a lot of leeway to develop your chapter. TRR is most interested in getting “butts in boats,” and as long as this is done in a safe manner, with approval of the Program Director, you have considerable flexibility in how you accomplish this. The Handbook is provided as a source of what has worked, and to make your job easier, not as an inflexible template that you must follow. The few mandatory requirements for chapters are clearly identified in the Handbook.

Basic Chapter Requirements

There are a few components that we have found critical for establishing a new chapter:

1. **Chapter Coordinator** – oversees the program and is responsible for maintaining regular contact with the National Program Manager;
2. **Water** - a pool and open water (lake, river, or ocean);
1. **Participants** – active duty soldiers or veterans;
2. **Volunteers** – willing to help run the program (some of whom need to be experienced boaters);
3. **Referral Sources** – support of your local VA hospital or outpatient clinic, base’s Warrior Transition Battalion, university veterans’ organization, or another consistent source of referrals;
4. **Boat and gear storage** – a safe, secure, and accessible location to store your chapter’s gear.

Participants

The most important requirement is to have a concentration of vets or military community to help. Most of our chapters are located near a VA hospital or clinic, active duty military base, or university. You, as the local TRR representative, will need to approach the local veteran or military leadership and ask for their support in endorsing the program and referring participants to your local chapter. TRR-N can provide a PowerPoint presentation for this outreach effort.

Essential Eligibility Criteria for Participants

Referring providers also want to know who can participate, given that we describe ourselves as an adaptive sports organization. TRR strives to be inclusive of everyone, regardless of physical or mental disabilities. However, in order to insure safety, TRR utilizes certain criteria established by the ACA and referred to as the [Essential Eligibility Criteria \(EEC\) for Paddlers](#) (Additional specific requirements may be required for coastal and whitewater outings)

The participant must be able to:

1. Breathe independently (i.e., not require medical devices to sustain breathing)
2. Independently maintain sealed airway passages while under water
3. Independently hold head upright without neck / head support
4. Manage personal care independently, or with assistance of a companion
5. Manage personal mobility independently, or with a reasonable amount of assistance
6. Follow instructions and effectively communicate independently or with assistance of a companion
7. Independently turn from facedown to faceup, and remain floating faceup while wearing a PFD*
8. Independently get in/out of a paddle craft or with a reasonable amount of assistance*
9. Independently get out and from under a capsized paddlecraft*
10. Independently reenter the paddlecraft following deepwater capsize or with a reasonable amount of assistance
11. Maintain a safe body position while attempting skills, activities, and rescues listed in the appropriate Course Outline, as well as have the ability to recognize and identify to others when such efforts would be unsafe given the participant's personal situation*

** To participate in adaptive programs, participants must acknowledge only the first six EEC listed above. Entry-level adaptive programs will involve teaching and practicing EEC #7-11.*

Volunteers

“Volunteer” refers to community members or veterans who are assisting in your chapter to differentiate them from “Paddlers” or “Participants,” who are the veterans engaged in our programs. We encourage participants to take on leadership roles, so some of your volunteers may start out as participants in your chapter and eventually take on active roles within your volunteer base. **Volunteers are the heart of each chapter.**

We’ve found recruiting suitable volunteers to be relatively easy. Good sources for acquiring volunteers include your local kayaking club, local university kayak instructor and all your local kayaking buddies and local outfitters. Other organizations like Team Red White Blue, VA Voluntary Service, or community volunteer banks may also be resources. Seek out volunteers in any way your community might have people available.

Most chapters operate best when there are 6-8 volunteers willing to help. Not everyone has to be present for all sessions. It does work well to build some depth in your volunteer base. Not all have to be kayakers but the majority should be experienced boaters. Having someone qualified as an American Canoe Association (ACA) instructor is a plus for a chapter. Not having

one is not a show stopper. TRR does want an experienced boater well versed in safety to provide leadership if the chapter doesn't have an ACA instructor. TRR will offer ACA certification to veterans and select volunteers willing to commit to volunteering.

Record Keeping and Online Reporting

There are a few administrative tasks that will be completed by a volunteer. **The most critical is for each activity to be briefly recorded in our online reporting system (ORS).** This is essential information that allows us to track (and fund) individual chapters, as well as inform potential donors and grantors of our organizational accomplishments. This process takes 5-10 minutes per activity and a brief 30-minute training session provided by TRR-N Staff explains how to do this. This task can be done by the chapter coordinator or be delegated, maybe to someone who desires to be involved but isn't a paddler. **Additionally, liability waivers must be signed, collected and kept for all participants at your chapter.** By signing the [Chapter Affiliation Agreement](#) between you and TRR-N, you are committing to perform these essential and very important tasks.

TRR-N will provide liability insurance to cover your volunteers. This insurance is provided once the TRR-N Program Director determines your chapter is ready to operate and hold sessions. The program director will establish kayak and equipment needs with you and arrange purchase of that equipment for you. Instructional opportunities for you and your chapter will be optimized and pursued as determined by TRR-N.

Building a Volunteer Base

1. Recruit boaters you know or want and provide the "Welcome" paragraph above to introduce them to TRR, adding your own information. Be clear about the time requirement (3-4 hours a week) and the potential diagnoses your participants may have, so prospective volunteers will have an idea of the scope of disabilities.
2. We encourage volunteers to be ACA Certified Instructors, however this is not a hard requirement. Most should be experienced paddlers that meet the Trip Leader capabilities as outlined in the [TRR Safety Protocol](#). The ratio of volunteers to paddlers depends on your paddler demographic. Amputees/paraplegics benefit from a 2 volunteer per paddler ratio, other diagnoses can manage with 1 on 1. As paddler skills increase, volunteer ratios decrease. Look to turn accomplished paddlers into volunteers!
3. Be hard-nosed in selecting volunteers. Ask them to commit to a minimum number of sessions in the first month or two. Consistency in instructors is critical in the first months, for it builds confidence in the participants. If non-paddlers want to volunteer, welcome them to help with gear organization, administrative, fundraising and videographing pool sessions and outings. Medical professionals who want to participate can be great assets. Discourage lookie-loo's and people who want to "see if they like it." They won't, and you're not running a sideshow for their amusement.

4. Set a Chapter Kick-off date. It works well to have the first session to be composed of volunteers only. Go through the whole session, of providing equipment, having a couple of volunteers play role as healing vets. If practical, TRR-N may be able to send a representative for an initial session with your volunteers to discuss etiquette, specialized outfitting, adaptive roll instruction, adaptive stroke instruction, safety and games. This session must be conducted at a water venue so that stroke and roll instruction can be practiced. We recommend a 2-hour session.
5. A follow-up training session is very helpful. A local American Canoe Association certified Instructor Trainer is a great resource. Bring friends who would like to be students and go get wet. **It is imperative that all volunteers have the same knowledge on instruction technique, strokes, rolling and safety.**
6. Set up a series of sessions at the primary venue (pool/flat water/river) and go for it!

New Volunteers

Upon arrival at an event, new volunteers should, after being hugged effusively, be given

- 1) A mentor for the event to whom they can ask questions and who will make sure they are not abandoned
- 2) [TRR Insurance Waiver/Media Release/Information Sheet](#) – completed, signed and returned
- 4) [TRR Volunteer Conduct](#) Policy - read, signed, and returned

If the event is a VA or DoD event, the new volunteer may need to sign a VA/DoD Volunteer Form. Check with your VA or DoD representative on site. New volunteers should observe and assist the first time they attend an event, then be requested to coach at their next session.

Volunteer Management

Managing volunteers is like herding cats. Good luck! With volunteers, you have the delicate situation of really not being able to “tell” them what to do. Note that some facilities may discourage or prohibit friends and family of volunteers from attending events. This may be due to a control issue, a legal issue, or simply an effort to protect participant privacy and dignity. TRR’s policy is that participants’ family and friends are welcome unless they pose a safety risk at an outdoor venue.

Safety Protocol for Volunteers

The [TRR Safety Protocol](#) explains in great detail TRR’s trip roles, safety procedures and volunteer guidelines.

Volunteer Roles

The following roles have been found to be helpful, especially as chapters grow. When starting, chapters may not have any or many of the roles filled, or the Chapter Coordinator may take on

many of the roles. Some roles, such as volunteer coordinator, gear wrangler, and fundraiser won't be necessary until you grow considerably.

1. **Event Coordinator** - this individual may be the Chapter Coordinator, or a designee appointed by the chapter coordinator at each event. They will coordinate the paddling activity, assigning all the needed roles to make sure activity is safe, well organized, and fun. Depending on the event and other volunteers available, this volunteer may need trip planning and leading experience and instruction experience.
2. **Instructors** - these are the volunteers delivering the instruction, guiding, and mentoring participants. They should be team players, and willing to be flexible, sensitive, and adaptable in instruction. TRR is unique in that we instruct individuals with disabilities, often invisible.
3. **Secretary** – Can be hands-on at the venue, or purely administrative, or both. For new chapters, the chapter coordinator may take this role initially.
 - a. Responsible for entering paddler, volunteer and event info into the reporting system (ORS) and notifying paddlers and volunteers about events. A reporting system User's Manual and training will be provided. ORS is a mandatory requirement for each chapter.
 - b. Communicates with TRR-N and submits any receipts for reimbursement.
 - c. Ensures volunteers and paddlers have signed info sheets, liability and media waivers and keeps them filed separately.

Please keep, in separate folders:

- a) Invoices that are packed with gear shipments.
- b) Un-reimbursed receipts from food, supplies, or gear purchases.
- c) Reimbursed receipts.

Please submit itemized, written documentation for each expense including date of purchase/expense, item(s) purchased, cost per item, total cost & vendor name. Copy the receipts and send the copy in with the itemized summary. Monthly submission is sufficient. The reimbursement form can be found on the website under "Resources." Please remember that ALL purchases must be pre-approved by your regional coordinator.

4. **Paddler Outreach Coordinator** – Recruits new paddlers, keeps contact with existing paddlers and maintains a relationship with the chapter's government contact to spread the word about TRR to potential paddlers. Provides outreach to veterans' organizations (DAV, PVA, VFW) and attends veteran events and activities to promote TRR and the local chapter. Useful for chapters without a consistent Referral Source.
5. **Volunteer Coordinator** – Maintains a list of volunteers, including skill and instruction level, and helps coordinate and schedule the appropriate volunteers for chapter activities. Useful for larger chapters.

6. **Gear Wrangler** – Keeps a list of gear, helps maintain and repair gear, and assists the chapter coordinator in determining gear needs and purchases. Useful for larger chapters.
7. **Fundraiser** – Seeks sources of local funding from merchants, veterans' organizations, other non-profits, and foundations. The focus of a new chapter in the first two years is to develop a paddling program, not raise funds. The national organization will support you financially during these start-up years and as needed going forward.

Referral Sources

One of our best sources for paddlers is the local VA (if one is in the area). Contact the recreational therapist at the medical facility. The rec therapist provides access to patients, assures the patients have been medically cleared to participate and can work with you on [Essential Eligibility Criteria for Paddlers](#). The recreational therapist may be able to help you gain access to a VA pool and help coordinate the VA volunteer training process. The recreational therapist is also an invaluable source to spread the word about TRR to their peers and to help out the therapists at new TRR chapters. Learn as much as you can from them, and invite them to participate in sessions so they can experience what their patients will.

Within the various VA hospitals around the country there are several departments with the hospital targeting vets to help. Some hospitals have Acute Spinal Cord units that service vets with severe spinal injuries, some have units helping those with amputations, other for traumatic brain injuries, Post Traumatic Stress, and substance abuse. Look online to find the hospital or outpatient clinic near you and determine which departments are within the hospital. Be aware that these departments rarely talk to each other. You should initiate a discussion with EACH department.

The response you will receive will vary from department to department. Don't get discouraged. These are busy people meeting lots of demands. It only takes one Yes out of a hundred Nos!! There is an addendum attached for your meeting with the VA that details typical questions and TRR's answers for them. Additionally, you might consider showing them the TRR chapter on the web and offering to give them a 10-minute PowerPoint brief. The TRR National Program Director may be able to attend this meeting or join via conference call. This has proved useful in the past in gaining the VA rep's support.

The two critical messages for the VA are that you will provide a safe, effective, and proven program for their veterans that aids their healing and that there is a national organization that stands behind and supports you.

Once you gain the VA reps approval you be required to undergo some VA training. This process can be quick or it can drag on for months. Regardless, it has to be done. Be patient but persistent. You will be working with the VA Volunteer Coordinator. Once your training is complete, you should have already established with your VA point of contact how they will

refer vets to your program. This is an exciting time. However, be aware that some vets who say they are going to attend, end up not. Don't take it personally. It takes time to grow a program. If you get one or two interested, they will spread the word. You can always ask them if they know a fellow vet that might enjoy paddling.

What should you say about TRR to excite potential paddlers?

Remember: you may only have a few minutes to engage them.

- 1) It's on the water, it's in a boat, and it's fun!
- 2) Helps rehabilitation - builds flexibility, strength, coordination, and balance
- 3) Leads to trips on various rivers/surf/bay
- 4) Can be done with family members
- 5) Breaks the boredom of the hospital routine
- 6) Barriers to participation are manageable:
 - a. "Your wife expects you home? Invite her to come along and try it too."
 - b. "You play poker at 6? You'll still have 40 minutes in the pool."
 - c. "You can't swim? No problem: we all wear life jackets."

Referral sources often ask how often the program will offer sessions for the veterans. Our goal is to provide ongoing activity for participants, preferably pool sessions once a week, with ocean, river or lake outings when weather conditions permit. TRR has found we help participants best by offering weekly sessions. It gives participants something to look forward to, to be motivated about and goals to strive towards.

Water

A large, heated pool is the best year-round venue for teaching the basics. If the government facility does not have one, search out local universities or community facilities. Since using a non-governmental facility can create legal and insurance issues, thoroughly discuss your pool session requirements with the facility contact and provide a copy of our insurance documentation if requested. If your local pool requires payment for use, discuss this with your Regional Coordinator. TRR-N often will pay pool costs until you get your fundraising underway.

Local water can be flat, moving, whitewater, surf or open ocean. Make sure proper permits are acquired and that areas have reasonable access and bathrooms for your participants. A Class I run can become a Class V takeout for someone on crutches. Again, after printing and signing the [Chapter Affiliation Agreement](#) between you and TRR-National, you're ready to get started.

Family Paddling Days

Include family, friends and caretakers by bringing sit-on-tops, inflatable kayaks (IKs), or rafts to your local open water venue. The opportunity for the paddlers to teach their family is a great confidence builder. Combine a picnic, basic lessons for new paddlers and games to get everyone involved. If you have the opportunity to do downriver stretches, throw in a Poker Run, too.

Non – Paddling Events

Family picnics and movie nights are all opportunities to get your paddlers, their friends and families together for some fun. TRR is as much social connections as paddling, so be creative!

Gear and Gear Storage

TRR-N will supply your chapter with gear suited to both your venue and your participants. Whitewater chapters will use mostly whitewater boats, while surf and flatwater chapters may need sit-on-tops, surf boats or longer river runners. Get a wide range of gear sizes, but concentrate on XL and XXL tops and spray skirts, and 197 and 200 length paddles. Other useful personal gear includes: nose plugs, neoprene booties (for participants with poor extremity sensation, such as those with spinal cord injury), and swimming goggles. Please communicate clearly with the TRR-N Program Director to make sure you get the best possible mix of gear for your paddlers. You are responsible for keeping track of the gear and using it exclusively for TRR activities. Do not loan it out or let vets “borrow” it.

Label all the gear when you receive it with ‘TRR’ and the size in an easily visible but not annoying place. Sprayskirts have tunnel and deck sizing, and can be hard to determine if not clearly labeled. Drytops may have different neck and body sizing as well. If you will be working with amputees, request a couple extra right and left side thigh braces.

Store gear at the primary venue, if possible. If not, one of the following may be good options:

- 1) Enclosed trailer, with ventilation and lines for drying gear
- 2) Storage at volunteers’ homes
- 3) Storage in ‘POD’ style portable unit

We recommend against issuing gear to individual participants. This poses a risk to the organization and to individual paddlers. You are also likely to not get your gear back.

Adaptive Outfitting and Techniques

As you get established, and recruit participants, you may begin to encounter participants requiring adaptations for boats and gears. Do not let this alarm you or frighten you. TRR has developed extensive guidance and training in adaptive paddling, and can provide consultation and direction as needed. Please refer to the appendix and to our website under “Resources” for information on adaptive outfitting and gear.

Chapter Requirements

TRR strives to minimize specific mandatory requirements for chapters, and allow them the flexibility to develop and grow as best meets the needs of their participants. There are only a few requirements that are mandatory to maintain the safety of our participants and the viability of our organization. Each chapter will ensure that:

1. The chapter coordinator signs the [Chapter Affiliation Agreement](#).
2. All participants and volunteers sign a [TRR Liability Waiver and Media Release](#).
3. All volunteers sign a [Volunteer Conduct Form](#).

4. All activities are entered into the Online Reporting System.
5. All funds raised locally are submitted to the national office.
6. Alcohol is not used before or during any TRR event, and that no TRR volunteer provides alcohol to participants.

Chapter Expectations

There are also some expectations of chapters, that, while not mandatory, help ensure that you chapter is an active and healthy component of the larger TRR family. We encourage:

1. Regular communication with TRR-N:
 - a. Participate in monthly National phone conference.
 - b. Communicate monthly with your Regional Coordinator.
2. Regular TRR activities. TRR promotes an active and healing lifestyle through opportunities for our participants to grow and challenge themselves. This requires regular activities to maintain engagement and promote healing, skills, and growth. We have found that chapters that accomplish the minimum activities below are often ones that remain active and viable, and ones where participants and volunteers are easier to recruit, engage, and maintain:
 - 24 pool or open water sessions per year
 - Two local river or lake sessions per year
 - 15 veteran participants per year
 - Two family days per year
 - Veteran participation in at least one National Trip per year
 - Qualified and safe instruction according to guidelines specified in the TRR Handbook.
 - Chapters with 15 unique veterans and 24 events in a year will receive Golden Paddle designation, which earns the chapter \$500 for future training or clinics.

Your chapter may remain an active and effective program for participants regardless of whether you accomplish all, some or none of these goals. More is better than less, as long as safety isn't compromised, but the only expectation is that you get participants paddling!

The Program Director will review these goals with you, as well as the obligations and expectations outlined above and in the [Chapter Affiliation Agreement](#). The Affiliation Agreement outlines the obligations that the national program will have to your chapter, as well as the expectations of your chapter as part of a national program.

3. Create a web presence for your chapter on the national website. This can be configured with pictures, contact information and event updates. If a chapter already has created a website for itself, it must, in order to avoid confusion:
 - a. Be clearly identified as a Chapter of Team River Runner.
 - b. Have links to the national chapter and the national chapter's donation page.
 - c. Post only local sponsors on the chapter.
4. Provide information to participants about available TRR National Events:
 - a. Leadership Clinics
 - b. Competitions including Kayak Football Tournaments and Biathlons

- c. Use Golden Paddle Funds (if your Chapter meets that annual goal!) to send veteran participants to these programs!!

Legal/Insurance Information

A government event is defined as an event held either 1) at a VA or DoD facility, or 2) away from a VA/DoD chapter, but where a government employee is paid to attend. This means that the VA or the DoD is liable for what occurs at that event. TRR, Disabled Sports/USA (DSUSA) and the individual volunteer are not liable.

When TRR volunteers attend a TRR event off government property without a government employee 'on the clock' (thus, a non-government event), they are functioning as true TRR volunteers. [TRR liability waiver and media release](#) form must be signed by both paddlers AND volunteers before they attend a non-government TRR event for the attendees to be covered. Here's the clincher: the TRR waiver and media release can be signed at a government event only if VA Staff agrees, because the volunteer may not be legally a TRR volunteer at that time! Each VA clinician and VA Medical Center will have its own policies. It is important to clarify, but a TRR waiver must be signed at a non-government TRR event (NO VA employee in attendance). Summary: many Chapters have the TRR Waiver signed on government site, some do not.

TRR will help your chapter obtain liability insurance. This insurance provides coverage to volunteers that are conducting sanctioned TRR events offsite from a VA or DoD facility, such as a river or local outing.

Media Release

Note that each VA and DoD chapter will have different criteria for allowing pictures, interviews and names of their participants to be released to the media. Participants will need to complete these guidelines in order for TRR to use media. The TRR Liability Waiver form has a media release as a component, so signing this is sufficient for non-VA events.

Medical Data Release

TRR makes every attempt to protect medically-sensitive material. Veterans or participants can freely give their information to your Chapter Secretary or volunteer taking waivers and paddler information forms. We will not be given any personal information from VA or DoD staff. Only enter personal information into the Online Reporting System (ORS) as needed for documentation. Keep all documents with personal information in a private location.

Use any approved TRR forms we provide to gather information. Keep private, and work with VA or DoD staff to make certain you are following guidelines they have in their facility.

Privacy Training

Each VA and DoD facility may require privacy training of their volunteers. TRR volunteers are not required to be VA or DoD volunteers unless required to at a VA or DoD location. If you are

involved in VA or DoD events (at VA or DoD facilities) please check with your VA or DoD representative about any training requirements.

TRR Privacy and Nondiscrimination Policy

TRR volunteers must follow this TRR Privacy and Nondiscrimination Policies:

Privacy: TRR does not sell, trade, rent or publish personally identifiable information, such as participant names or e-mail addresses to outside parties. However, aggregated data without personally-identifying information from our online reporting system may be used in reports to donors or donor organizations and in the annual report, among other publications.

Discrimination: TRR prohibits discrimination against current or prospective participants, family members, and volunteers on the basis of race, color, gender, religion, national origin, age, disability, sexual orientation, or any other legally protected characteristics in any of its programs or activities.

Fundraising

TRR-N wants you to focus the first year on building your program. As you get established you are encouraged to solicit local donations. Fundraising brochures are available from the National office or online at www.teamriverrunner.org.

Click on the Donate! link and scroll down the page to the donor brochure link.

Chapters are encouraged to solicit \$1,000 of local donations for:

- 1) Needed operational expenses (gear, pool rental, etc.)
- 2) Local trips and family days
- 3) Special Events

Each chapter is encouraged to solicit local donations to be used towards extra gear and expenses incurred for local paddling outings (gas, food, hotel overnight if required). It is not the intent for local volunteers to fund these outings. TRR-N can help support local trips if required and if coordinated in advance with TRR-N through the Program Coordinator. Donation of boats and equipment from individuals is encouraged and are tax deductible. Each chapter is encouraged to become financially independent within the first two years.

Solicitation of donations from national companies and organizations must be coordinated with the TRR-N Program Director or Business Manager in order to avoid TRR making multiple approaches to the same donor.

Cash donations collected at a chapter level should be combined in a money order and forwarded to TRR-N. Checks must be made payable to "Team River Runner" and forwarded to TRR-N. The federal tax ID number for TRR is 20-3838651. **Donations mailed to TRR-N will be deposited in a bank account and be available for equipment purchases, training and clinic**

attendance. TRRN will credit your account with 90% of the funds and retain 10% for administrative overhead. NOTE: A copy of any thank you letter to local donors sent out by a local chapter must also be sent to the National office for record keeping.

TRR Organization

TRR is organized into eight administrative areas:

Executive Director: Joe Mornini

joe@teamriverrunner.org

Program Director: Dave Robey

dave@teamriverrunner.org

Assistant Program Director: Bill Finger

bill@teamriverrunner.org

Business Manager: Michelle Karpathy

michelle@teamriverrunner.org

Communications: Nazanin Yousefnejad

nazanin@teamriverrunner.org

Administrative Assistant: Brandon Huff

brandon@teamriverrunner.org

ORS Manager: Dana Larcenaire

dana@teamriverrunner.org

Conference Coordinator: Dana Larcenaire

dana@teamriverrunner.org

You can leave messages on our phone: 301 534 4877

Or email us: info@teamriverrunner.org

For reimbursements:

Team River Runner

5007 Stone Rd.

Rockville, MD 20853

TRR is also organized in six geographic areas outlined in the [Regional Chapter list](#)

Resource Links

TRR Chapter Affiliation Agreement

<https://www.teamriverrunner.org/wp-content/uploads/2020/01/2020-Affiliation-Agreement-%E2%80%94-1.pdf>

TRR Volunteer Conduct Policy

<https://www.teamriverrunner.org/wp-content/uploads/2018/03/2018-TRR-Staff-Volunteer-Conduct-Form-2.pdf>

TRR Insurance Waiver/Media Release/Information Sheet

https://www.teamriverrunner.org/wp-content/uploads/2020/02/2020_TRR_Participant_Information_Release_Form.pdf

TRR Safety Protocol

<https://www.teamriverrunner.org/wp-content/uploads/2018/03/TRR-Safety-Protocol.docx-1.pdf>

Pathway to Paddler

<https://www.teamriverrunner.org/wp-content/uploads/2015/03/Level-1-4-Paddler-Progression-Check-List-Color.pdf>

Pathway to Instructor

<https://www.teamriverrunner.org/wp-content/uploads/2015/03/Level-1-4-Instructor-Progression-Check-List-Color.pdf>

Staff/Volunteer/Paddler Information Form

DSUSA Incident Form

<https://www.teamriverrunner.org/wp-content/uploads/2018/03/TRR-Incident-Report-Form-2018.pdf>