

Team River Runner Site Handbook

Welcome to Team River Runner	2
Chapter Organization	2
Volunteer Staff.....	2
Safety Protocol and Staff Roles.....	3
Paddler Providers.....	4
Water.....	5
Family Paddling Days.....	5
Non – Paddling Events.....	5
Gear and Gear Storage.....	5
Adaptive Outfitting and Techniques.....	6
Chapter Obligations.....	6
Legal/Insurance Information.....	7
Media Release	7
Medical Data Release	7
Privacy Training.....	8
TRR Privacy Policy.....	8
Fundraising	8
Contacts at TRR-N	9
Staff Management	9
New Staff.....	9
Appendices.....	10
Regions of TRR Chapters	11
TRR Safety Protocol.....	12
Essential Eligibility Criteria for Paddlers	15
TRR Staff Guidelines.....	16
Therapeutic Paddling Activities – Pool and Open Water	19
Paddler Graduation Checklist.....	23
TRR DS/USA Media/Insurance	25
Donation Thank You Letter.....	27
Staff/Paddler Information Form	28
Team River Runner Affiliation Agreement	29
VA Volunteer Form.....	34
DoD Volunteer Form	34
VA Medical Information Release Form.....	34
DoD Medical Information Release Form.....	34

Welcome to Team River Runner

Team River Runner (TRR), established in August 2004 in the Washington, DC area, is a volunteer organization run by kayakers and overseen by a Board of Directors. Working in partnership with The Wounded Warrior Project and Disabled Sports USA, TRR gives active duty service members, veterans and their family members an opportunity to find health, healing, and new challenges through whitewater boating and other paddling 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 initially established to help active duty military personnel wounded in Iraq and Afghanistan who were recovering at Walter Reed Army Medical Center. With the success there obvious and the opportunity elsewhere apparent, TRR expanded to other Department of Defense (DoD) and Department of Veterans Affairs (VA) sites in 2007. You now join those ranks. Welcome!

Your new site 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 they come in contact with, on and off the water, for the rest of their lives. This includes the staff of your new site.

Please print various pages of this handbook to use and distribute as you need.

Chapter Organization

After printing and signing the [TRR Affiliation Agreement](#) between your site and TRR-National, you're ready to get started.

Every site has different needs and opportunities, and will not look exactly like other sites. This document will not mesh exactly with your needs, so please adapt and edit it as your site needs. To kick off your setup process, only 3 people are necessary – a representative from the VA or DoD medical center, a representative from the community (volunteer/contractor) and a representative from a TRR site. This initial meeting or phone call will set the time line for the rest of the tasks.

There are four primary items to address when setting up a site:

- 1) Qualified local TRR staff
- 2) Participant (paddler) provider(s)
- 3) Water
- 4) Gear and gear storage

Volunteer Staff

“Staff” refers to volunteers to differentiate them from “paddlers”, who are the participants/patients. Volunteers are the heart of each site.

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.

1. Get the relevant names and email addresses and use the “Welcome” paragraph above to introduce them to TRR, then add your own information. Be clear about the potential diagnoses your participants may have, so prospective staff will have an idea of the scope of disabilities.
2. We encourage volunteers to be ACA Certified Instructors. Most should be experienced paddlers that meet the Trip Leader capabilities as outlined in the [Safety Protocol Appendix](#). The ratio of staff to paddlers depends on your paddler demographic. Amputees/paraplegics benefit from a 2 staff per paddler ratio, other diagnoses can manage with 1 on 1. As paddler skills increase, staff 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 Site Kick-off date. TRR-N will send a representative for an initial session with your staff 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 3 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 staff 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!

Safety Protocol and Staff Roles

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

Staff Roles:

Secretary – Can be hands-on at the venue, or purely administrative, or both.

- a. Responsible for entering paddler, staff and event info into the reporting system and notifying paddlers and staff about events. A reporting system User's Manual and training will be provided.
- b. Communicates with TRR-N and submits receipts for reimbursement. Should take about 10 – 15 minutes a week.
- c. Assures staffers and paddlers have signed info sheets, liability, media and medical waivers and keeps them filed separately.
- d. Manages local fundraising bank account, if it exists.

Please keep, in separate folders:

- a) Invoices that are packed with gear shipments – you may need to fax them to TRR-N.
- b) Receipts from food, one-time supply or gear purchases you have made that are not yet reimbursed.
- c) Receipts that you have been reimbursed for.

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.

Paddler Outreach Coordinator – Recruits new paddlers, keeps contact with existing paddlers and maintains a relationship with the site's government contact to spread the word about TRR to potential paddlers.

Volunteer Coordinator – becomes necessary to keep contact with volunteers and schedule them as site grows

Gear Wrangler – becomes necessary as gear acquisition increases and number of venues increase.

Paddler Providers

Potential paddlers are most likely to be introduced to TRR by a recreational therapist at their 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 Requirements](#) for the paddlers. The rec therapist will also help you gain access to a pool and help coordinate the VA volunteer training process. The rec therapist is also an invaluable source to spread the word about TRR to their peers and to help out the therapists at new TRR sites. Learn as much as you can from them, and invite them to participate in sessions so they can experience what their patients will.

What should you say about TRR to excite potential paddlers?

Remember: you may only have about three minutes to engage them.

- 1) It's on the water, it's in a boat, and it's fun!
- 2) Helps rehab: 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) Identify barriers of resistance
 - 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."

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.

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.

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. T

Gear and Gear Storage

TRR -N will supply your site with gear suited to both your venue and your participants. Whitewater sites will use mostly whitewater boats, while surf and flat water sites 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 include: nose plugs, neoprene booties - particularly for paraplegics, and swimming goggles. Please communicate clearly with your TRR-N contact 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.

Label all the gear when you receive it with 'TRR' and the size in an easily visible but not annoying place. The drytops may have both neck and body sizing, and are hard to determine without some labeling. 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 staff homes
- 3) Storage in 'POD' style portable unit

We recommend against issuing gear to individual participants, as it will go AWOL.

Adaptive Outfitting and Techniques

Outfitting becomes more complex with amputees, paraplegics and others whose range of motion is restricted. During your site kick-off, a coach will demonstrate the basics and supply some of the items, but you'll want to have a toolbox with the following:

- 1) Power drill and set of drills, including a 1-inch paddle bit
- 2) Duct tape
- 3) Philips head and flat head screwdrivers with very short and regular grips
- 4) Utility knife
- 5) Several Sharpie® markers
- 6) 1 ½, 2, 2 ½, 3 inch long 3/8 inch diameter flat head bolts, 3/8 inch nuts and ½ inch washers, 3/8 inch wingnuts.
- 7) 3M® spray adhesive
- 8) Extension cord

And an outfitting box with the following:

- 1) 3 foot square, 4 inch deep block of closed cell foam
- 2) Neoprene scraps
- 3) Spare outfitting from all your friends' kayaks
- 4) 1 inch thick closed cell foam
- 5) Heavy duty grey outdoor trash can
- 6) ¼ inch to 1" Ensolite sheets

Sockets for amputees can be made from the plastic from the trashcan, as shown at training. Closed cell foam can be a quick and dirty internal brace for amputees. If you can, assign a socket/thigh brace combination to a paddler instead of assigning a paddler to a boat. This allows multiple paddlers to use the same boat.

Chapter Obligations

In addition to the items listed in the [TRR Affiliation Agreement](#), each chapter should:

1. Ensure that all TRR participants sign medical information release forms. (See TRR Handbook.)
2. Ensure that all participants and volunteers sign a DS-USA waiver form. (See TRR Handbook.)
3. Recruit a volunteer to become trained use the TRR Online Reporting System.
4. Ensure regular communication with TRR-N.
 - a. Report weekly event attendance reporting using the TRR Online Reporting System once a month (minimum).
 - b. Participation in monthly National phone conference.
 - c. Monthly communication with Regional TRR Representative.
5. Provide and/or conduct the following:
 - a. Monthly invoice/receipt submissions to TRR-National if due.

- b. Minimum of 24 pool/open water sessions per year.
 - c. Minimum of 2 local river/open water trips per year.
 - d. Minimum of 2 Family Day events per year.
 - e. Minimum of 15 unique paddlers participating per year.
 - f. Paddler participation in at least one National Trip per year.
 - g. Qualified and safe instruction according to guidelines specified in the TRR Handbook.
6. Use the national site (www.teamriverrunner.org) to create a special mini-site for itself. 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 Regional Site/Chapter of Team River Runner.
 - b. Have links to the national site and the national site's donation page.
 - c. Post only local sponsors on the site.

Legal/Insurance Information

A government event is defined as an event held either 1) on a VA/DoD site or 2) away from a VA/Do site, but where a government employee is paid to attend.

When TRR staff attend a government event **they are functioning as a “government employee without pay.”** This means that the VA or the DoD is liable for what occurs at that event. TRR, Disabled Sports /USA (DSUSA) and the individual staff are not liable.

When TRR staff 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 staff.** TRR DS/USA liability waivers and media release forms must be signed by both paddlers AND staff before they attend a “true” TRR (non-government) event for the attendees to be covered,

Here’s the clincher: the TRR DS/USA waiver and media release cannot be signed at a government event, because the staff member is not legally a TRR staffer at that time! It must be signed at a true TRR, non-government event.

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

Media Release

Note that each VA and DoD site will have different criteria for allowing pictures, interviews and names of their participants to be released to the media. If the paddler signs a [TRR media release](#), then such media exposure is allowed at a TRR (non-government) event.

Medical Data Release

Paddlers **MUST** sign a VA or DoD medical information transfer release form, or we cannot enter their contact information into TRR’s reporting system.

Privacy Training

Each VA and DoD facility require privacy training of their volunteers. Please refer to your government for training specific to your government facility.

TRR Privacy Policy

TRR does not have to be HIPAA compliant, because we are not a healthcare provider, an insurance company or a medical billing company. However, TRR staff must follow this TRR Privacy Policy:

TRR does not sell, trade, rent or publish personally identifiable information, such as your name or e-mail address to outside parties. However, non-personal "aggregated data" from our on-line reporting system may be used in reports to donors or donor organizations and in the annual report, among other publications.

Team River Runner's privacy policy can be found online at www.teamriverrunner.org, under "About Us", and the [Staff Guidelines](#) in this Handbook make it clear that volunteers cannot disclose what they know about patients.

Fundraising

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.

Sites are requested in the [TRR Affiliation Agreement](#) to solicit \$1,000 of local donations for:

- 1) Boats and gear
- 2) Local trips and family days
- 3) Support of National Trips
- 4) DS/USA site insurance
- 5) Strive to become financially independent within two years of inception

Each site is encouraged to solicit local donations to be used towards extra gear and expenses incurred for local paddling outings (gas, food, hotel over night if required). It is not the intent for local volunteers to fund these outings. TRR-N can help support 4 local trips if required and if coordinated in advance with TRR-N through the Site Coordinator who will take the request to the TRR-N Board which must endorse the request. Donation of boats and equipment from individuals is encouraged and are tax deductible. Each site is encouraged within a 2-year period to become financially independent of TRR.

Solicitation of donations from national companies and organizations must be coordinated with the TRR-N Fundraising Committee in order to avoid TRR making multiple approaches to the same donor.



Cash donations collected at a site 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.

*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.

Contacts at TRR-N

TRR is organized in 5 administrative areas:

Programs: Joe Mornini, Executive Director

- New Chapter Setup Coordinator: Dave Robey
- TRR Treasurer: Mike Hooban (BoD)

For reimbursements:
Team River Runner
5007 Stone Rd.
Rockville, MD 20853

joe@teamriverrunner.org

dcrobey1@gmail.com

mhooban@bestroutes.com

Administration: Dana Alexander, Admin Coordinator

dana@teamriverrunner.org

Communication: Lynne Warner

lynne@teamriverrunner.org

Fundraising: George Sheldon, Chairman

georgesheldon@comcast.net

Membership: Dave Shanahan

outreach@teamriverrunner.org

TRR is also organized in 5 geographic areas outlined in the [Regional Site list](#).

Staff Management

Managing staff 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 staffers 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.

New Staff

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

- 1) A mentor for the event to whom they can ask questions easily and who will make sure they are not abandoned
- 2) VA/DoD Volunteer Form – returned to secretary
- 3) Staff/Paddler Information Sheet – returned to secretary
- 4) Staff Guidelines

If the event is NOT a government event, the new staffer should also sign the

- 1) TRR's DS/USA and media release form. Remember: we are not TRR while at a government event.

New staff members should observe and assist the first time they attend an event, then be requested to coach at their next session.

Appendices

The following pages have breaks inserted for ease of printing.

Regions of TRR Chapters

North East – Craig Larcenaire

clarcenaire@yahoo.com 301-787-3700

Boston, MA
Coatesville, PA
Pittsburgh, PA
Richmond, VA
Cleveland, OH
Flint, MI
Northport, NY

Potomac Region - Michael Blair

kmichaelblair@gmail.com 760-449-4535

Bethesda Naval, MD
Washington, DCVA
Ft Belvoir, VA
WRAMC, DC

South East – Dana Alexander

Dana@teamriverrunner.org 301-801-4628

Augusta, GA
Johnson City, TN
Raleigh, NC
Lexington, KY
Nashville, TN
Tampa Bay, FL
Asheville, NC
Cincinnati, KY

North West – Dave Robey

dwrobey@gmail.com 703-717-1224

Boise, ID
Palo Alto, CA
Portland, OR
Seattle, WA
Souix Falls, SD

South West/MidWest – Joe Mornini

Joe@teamriverrunner.org 301-233-8882

Loma Linda, CA
St. Louis, MO
Denver, CO
San Diego, CA
San Antonio, TX
Fort Carson, CO

TRR Safety Protocol

As TRR staff, you take on the rewarding and challenging role of meeting and familiarizing participants and their family members to boating who have never paddled before, and who may only boat occasionally. In addition, participants may be recovering from substantial physical injury. Beyond simply incurring no danger, harm or injury on trips, minding the following guidelines will help you encourage, support and inspire staff and participants so they'll recall their experience(s) with us fondly.

TRR has a working relationship with the ACA and DS/USA. TRR sites promote ACA and DS/USA safety and instruction guidelines.

Trip/Event Planning Roles and Responsibilities

Trip Leader

Creates, coordinates, advertises and executes a trip as designated by the local site coordinator. The Trip Leader also assigns other staff and their responsibilities.

1. Determines place, date and time, volunteer and gear needs.
2. Clears trips out of state, if listed as a TRR event, through the National Program Coordinator.
3. Finalizes plans two (2) weeks before a distance trip or before key reservation deadlines.
4. Advertises trip and coordinates transportation of participants, parking and trip shuttle, as necessary.
5. Assigns staff roles prior to trip
6. Is available for calls or emails from interested staff as to coordinate trip details.
7. Assesses paddler capabilities with water levels, hazards, and weather.
8. Exercises authority to postpone, cancel or terminate a trip for the safety of the participants when warranted.
9. Makes sure administrative forms are provided, filled out and submitted.
10. Submits a post trip report to the National Program Coordinator, including names and information for all paddlers and staffers on the trip.

Leading one trip does not automatically designate a staffer as a Trip Leader for subsequent trips.

Gear Lead/Wrangler - Locates gear and outfitting for a session or trip. Gets it to and from the water outfits special needs boats before the session begins. The Gear Wrangler contacts past participants with adaptive needs to prepare gear.

Volunteer Lead/Coordinator – Recruits volunteers and facilitates assignments and trip schedule by the Trip Leader to insure the desired staff-to-participant ratio (site/trip dependent).

Hospitality Lead – Arranges for water and snack, and meals during or after the trip; sets shuttle and arranges participant transportation.

Safety Lead/Officer – Keeps protocol in mind beginning with pre-event planning. Supports the trip leader and suggests improvement. Can step in to conduct the pre-trip Safety Talk and has emergency/evacuation information, and emergency personnel and insurance information. Makes sure staff has throw bags, break down paddles and first aid kits on water.

Launch Lead - 'Approves' launches after making sure each paddler is outfitted properly, has a staff buddy, and is clear about any special instructions. This role may be filled by the Safety Officer or Trip Leader. The Launch Lead can be a shore-based volunteer.

All staff members must follow the [TRR Staff Guidelines](#).

Standard of Care for any Event

Screening Participants – Unique to each site, but contains a number of essential points:

1. Ideally the paddler is referred to TRR by a VA or DoD clinician who has participated in a pool session with us and understands what the patient will experience.
2. The paddler has received a medical clearance from a doctor to come kayaking.
3. The Trip Leader asks:
 - a. “Is there anything your doctor or physio therapist does or does not want you to do?” (Covers physical constraints)
 - b. “Do you have TBI or PTSD, because we want to avoid any situations that trigger you” (Covers emotional/cognitive constraints)
The patient then gives the answer voluntarily (and most likely, truthfully), so there is no transfer of information from the VA to an outside organization (thus no HIPAA issue).
 - c. If the patient says yes, the instructor asks if claustrophobia is an issue and explains that an instructor may be holding onto them and their gear and that they may be fully upside down in the boat, just so they know.

It is a basic safety necessity to know what you're dealing with in terms of mental and physical health in your paddlers before you place them on the water. These questions must be asked. Paddlers with impulse control and aggression issues need to be monitored closely for everybody's well-being. Paddlers with physical constraints need to be kept from paddling situations that will injure them.

Before the Event - Potential participants and those who sign up should know the following and where/how to ask questions about the session:

- **Who's in Charge?** Roles & responsibilities before, during and after the session should be posted or readily available.
- **Where will the event take place?** Directions, car-pool information, and parking specifics should be easy to find.
- **When will it occur?** Instructions regarding pick up, start and return time to the VA, hospital or other veterans' facility should be provided.
- **How?** Special passes, approvals, transportation, and payment / reimbursement should be explained in advance.

Participant Arrival – Participants should be greeted immediately when they arrive at the venue with a friendly, upbeat, cheerful and respectful welcome. The Trip Leader and returning staff should identify participants' general capabilities and special medical needs, adaptive or other, using the [Essential Eligibility Criteria](#) for their site.

- New paddlers should fill out and return to the Secretary, Safety Officer or Trip Leader
 - A Staff/Paddler Info Sheet and medical information release form
 - A TRR DS/USA liability and media waiver.
- They should be assigned a staffer who can assist with the paperwork, outfitting, gear fitting and instruction, although other staffers will be helping, too.

Before Launch

- Be sure gear is appropriate and outfitted, notably to meet special needs.
- Team staff with participants.
- Review the itinerary, importance of buddies, on-water signals.
- Carry first aid kits, know how and who to call in case of emergency and identify evacuation routes or options along the planned route.
- Set shuttle, if necessary.
- Check that water and snacks are packed.
- Ask the paddler you are working with if they have a non-visible injury that limits their mobility or activity level in any way so you can outfit them properly and have them paddle safely.
- Be aware and sensitive to participants' learning capabilities. All of us have diminished learning capability when we are scared – keep instructions simple.
- Some vets with TBI have trouble concentrating. Some literally cannot listen to more than one person at a time, or more than 1 or 2 steps of instruction at a time

On Water – The Trip Leader should assign a lead and sweep, and confirm buddies.

Getting Off the Water

- Check for gear before departing the water.
- Facilitate process for getting out of wet gear.
- Collect and pack gear.
- Offer water and snacks.

Heading Home

- Create closure by thank participants and volunteers.
- Solicit feedback.
- Mention upcoming events.

Essential Eligibility Criteria for Paddlers

(additional specific requirements may be required for coastal and whitewater outings)

Participants must:

- 1) Be 18 years or older or accompanied by an adult
- 2) Be able to follow and execute 3 part instructions
- 3) Be able to manage all personal care and mobility independently or with the assistance of a companion who accompanies the participant
- 4) Be comfortable in the water including: floating on back independently with a properly fitted PFD, turning from face down to face up independently while wearing a properly fitted PFD, and holding breath while under water for at least 15 seconds.
- 5) Be able to maintain a balanced, upright position while seated in a kayak, with adaptations if needed. ****NOTE**** No adaptations providing head or neck support will be accepted
- 6) Be able to get in and out of a kayak independently or with the assistance of a companion, who accompanies the participant, following instruction.
- 7) Be able to wet exit a kayak independently following instruction
- 8) Be able to re-enter a sea-kayak or sit on-top kayak following a capsize with the assistance of one other boat. Any additional assistance, if required must come from a companion who accompanies the participant.

TRR Staff Guidelines

Thanks for working with Team River Runner. You will be giving retired and active duty military personnel an opportunity to heal from psychological and physical wounds by exploring the challenges of kayaking. 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 participants, by choosing a positive life in the face of great disadvantages, will subtly and quietly change the lives of those they come in contact with, on and off the water, for the rest of their lives. This includes you, the staff member.

Please take some time to familiarize yourself with this document. If you have any questions or comments please direct them to the site secretary.

1. Staffers must follow directions of the Trip/Event Leader. When there are two instructors one should be the designated lead,
2. Staffers must be in good health so if they think they're getting sick, any type of infection or open wound, they should skip the next session.
3. Non-paddlers are welcome to assist with trip administration, photo/videography, gear wrangling, and hospitality.
4. On - water staff
 - Must possess the paddling skills required for the class of whitewater to be paddled.
 - Be familiar with the river, or have the skills necessary to self-guide and guide others on that river.
 - Should bring gear to sessions ready to use for instruction, demo or rescue purposes.
 - Should bring and wear their own boating gear
 - Should have or be willing to grow their skills:
 - Teaching the roll and other on-water skills
 - First Aid and CPR
 - TBI, PTSD, and suicide prevention training
 - ACA Certification
 - Adaptive Certificate
5. Trip Leader
 - Has attended a minimum number of pool sessions and TRR volunteer training **.
 - Is ACA or BCE certified equal or above the level of the trip they are offering, or possesses an equivalent level of experience.
6. New staff should fill out and be familiar with standard forms on the TRR Reporting Site:
 - Staff/Paddler Information Sheet Form
 - VA/DOD New Volunteer Application
 - Other as required, such a VHA Privacy Policy Form
 - We are not "TRR" while at a government event, so if the event is NOT a government event, the new staffer should also sign the TRR's DS/USA and Media Release form.]

** Determined by the Program Coordinator

GEAR:

- 1) All staff must bring and wear their own boating gear for trips
- 2) Staff with gear are asked to bring it to pool sessions so you can either instruct, demo or be a safety boater as needed.

CONDUCT:

We have access to recovering patients in a way that most people do not; this access is both an opportunity and a responsibility. We are viewed as peers and as leaders and as such must set a good example both on and off the river. We are also representing TRR as an organization; everything we do has the potential to reflect positively or negatively on TRR.

Participants will come and go. If someone came and dangled a foot in the pool and left with a smile, you have succeeded with them. We are just here to give the participants an opportunity to build emotional and physical strength, not to rate ourselves on how fast “our guy” learned to roll.

- 1) Always be clear about the physical and emotional condition of the paddler you are working with. Ask if there is anything their physical therapist does or does not want them to do (covers physical constraints). Ask them if they have TBI or PTSD, because we want to avoid any triggering situations (covers mental/emotional constraints).
- 2) It is a basic safety necessity to know what you're dealing with in terms of mental and physical health in your paddlers before you place them on the water. These questions must be asked. Paddlers with impulse control and aggression issues need to be monitored closely for everybody's well-being. Paddlers with physical constraints need to be kept from paddling situations that will injure them.
- 3) TRR does not conduct, condone or participate in any illegal activity. Any TRR staff in violation of this rule will be asked to stop working with TRR immediately.
- 4) Vets may be taking medication that does not mix well with alcohol. Our activities must support their recovery, not put it at risk. Please keep personal events or social activities within acceptable boundaries.
- 5) TRR doesn't pay for alcohol. Personally providing alcohol to anyone under the age of 21 is illegal. See rule 1.
- 6) Be aware of your language and comments. Off-color or suggestive jokes can be misinterpreted. Vets often have a dark sense of humor, especially those who have returned recently from combat zones, or who have sustained permanent injuries and limb loss. Feel free to smile and laugh along with them, but don't try to join in or 'one-up' them in their jokes. We are not part of their club and we should not try to be.
- 7) Keep your politics to yourself. TRR is there to kayak, not to discuss the war or the motives behind it. Be supportive and sensitive to the fact that the vets have sustained injuries in service to our country, no matter what you think about the war itself.
- 8) Disabled vets know their bodies very well. They will tell you if they need help. Simply say: “Let me know what I can do for you,” and leave it at that.
- 9) Do not ask them how they were injured, or what brought them to this program. They will tell you if they want to. If they do, and all you can say is, “Thank you for telling me that,” then leave it at that.

- 10) TRR encourages friendships between staff and vets. We do not encourage dating between staff and vets but we do not prohibit it. Please remember our participants are at a highly vulnerable point in their lives and our interactions with them will be influential. Forming close relationships puts both sides of that relationship at risk in unique ways. Be mindful and respectful of that potential.
- 11) Promote a safe and fun learning environment. Be aware that while “horseplay” between staff and vets who already know each other is fun to those involved, but it can appear to be chaotic and upsetting to brand new vets who are attending our program for the first time.
- 12) TRR DOES NOT GIVE OUT FULL NAMES or any other information about TRR participants without written permission of the participant, for security, privacy and exploitation reasons.
- 13) Do not speak to the media on behalf of TRR without clearing it through your site secretary.
- 14) Do not ask for personal discounts from retailers because of your TRR affiliation.
- 15) You may deduct personal vehicle mileage to and from TRR events as a charitable deduction. “The standard mileage rate for the use of a car, van, pickup or panel truck is 14 cents per mile driven in service of charitable organizations (www.irs.gov).”

Therapeutic Paddling Activities – Pool and Open Water

Each site will find their own way to manage pool/river/flatwater venues. We have found that although you will start with a set of beginners, they will attend with different frequency and progress at different rates. One staffer per paddler to instruct, and one staffer per two paddlers to help out or demo is a good ratio. Larger paddlers will require more than one smaller staffer to assist with rolling and Hand-of-God assists!

The following curriculum lists objectives along with physical and cognitive benefits. This is helpful in explaining the benefits of kayaking to medical clinicians. This was designed for a pool and flatwater/surf site, with no whitewater easily available, your program may be different.

Lesson One

Objective:

Introduce participant to paddling world, specifically whitewater kayaks. Explain benefits of activity to healing. Introduce and explain equipment to include boat, paddle PFD, helmet, and warm gear. Discuss basic safety rules and address perceived and real dangers. Build confidence in instructors and activities.

Physical Aspect: Flexibility, balance, small motor skills

Cognitive Aspect: Sequencing, communication

Psychosocial Aspect: Confidence in boat, familiarity with being in an awkward situation

Activities:

1. Why paddle?
 - a. Freedom in an element not our own.
 - b. Flexibility
 - c. Balance
 - d. Excitement
2. Introduce boat type, paddle (blade angle), PFD, helmet, warm clothes
3. Safety:
 - a. Got a problem? Let us know!.
 - b. Keep an eye on your buddies.
 - c. Gear – wear it all: it's the real world
 - a. PFDs float! So do you, if you're wearing one
 - b. Helmets – good even in the sand – other kayaks can be an issue when surfing!
 - c. Footwear as appropriate
4. Introduce outfitting for adaptive paddlers.
5. Get the participant on the water and in the boat: float to develop confidence and start to build balance.
6. Hold breath right side up for 15 seconds

7. Show “Hand of God” safety rescue. Get the student to cooperate by leaning forward and tucking – Explain that makes it easier for you to bring him/her up – and that it is easier to roll self up from there.
8. Perform a Hand of God no lag time on participant
9. Participant flips self, extended breath hold under water – then, requests a Hand of God.
10. Demonstrate wet exit -leaning forward and tucking
11. Participants do wet exit.
12. Demo hand paddles.
13. Conduct a hand paddle race with participants.

Lesson Two

Objective:

Review Lesson One. Lesson Two will focus on hip flicks, head tucks, bow rescues, and an introduction to rolling.

Physical Aspects: Core strength, balance and core mobility, proprioception

Cognitive Aspects: Sequencing, communication

Psychosocial Aspects: Confidence upside down in water, increased sense of control over environment

Activities:

1. Introduce forward and reverse stroke with paddle.
2. Introduce hip flick alongside pool wall.
3. Conduct hip flick with instructor holding hands.
4. Introduce hip flicks with paddleboards.
5. Introduce bow rescue.
6. Have participants conduct bow rescues with each other.
7. Introduce rolling by demonstration.
8. Introduce playing kayak football/polo with bow rescues if necessary.

Lesson Three

Objective:

Review water activities. Concentrate on developing rolling skills.

Physical Aspect: Core mobility, flexibility, motor control of upper body and arms, balance, proprioception

Cognitive Aspects: Sequencing, two way communication

Psychosocial Aspects: Control over environment, confidence above and below water, opportunity to compete

Activities:

1. Conduct forward and back stroke drill – relay race
2. Introduce forward and backward sweep stroke
3. Practice sweep stroke
4. Introduce stern pry and stern draw
5. Practice stern pry and stern draw
6. Introduce torso rotation
7. Practice torso rotation
8. Coach extensive one-on-one rolling
9. Conduct water football game for last 15 minutes.

Lesson Four

Objective:

Review rolling. Introduce low and high bracing.

Physical Aspects: Balance skills and flexibility of core, neck, and shoulder, proprioception

Cognitive Aspects: Sequencing, self diagnosis of errors

Psychosocial Aspects: Calmness in unsteady situations, confidence in self, ability to self rescue

Activities:

1. Introduce bracing
2. Practice bracing
3. Review rolling
4. Play water polo or football with paddles.

Optional Flatwater Daytime Trip

Opportunity for flat water paddling

Introduce endurance as a benefit

Practice straight line paddling, controlled sweep turns, rudder turns

Follow the leader for figure 8s

Practice getting in and out in sand/dock

Lesson Five

Objective:

Review lesson 4. Introduce active balancing.

Physical Goals: Shoulders arms and upper back strength, lung endurance.

Cognitive Goals: Sequencing, proprioception, understanding rules and constraints

Psychosocial Goals: Comfort in unsteady water, opportunity to compete

Activities:

1. Practice forward/reverse/sweep/rudder/torso
2. Practice rolling

3. Conduct a drag drill - [A line attached to bow and stern of the kayak that is then dragged by one person on each side of the pool] simulates body balance against “waves” and “surf”
4. Conduct forward and reverse races.
5. Conduct a tug-of-war endurance pull.

Lesson Six

Objective:

GAME NIGHT

Review what to expect at beach and surfline

Review of Lesson Five water activities and continue rolling practice.

Have some fun ‘n’ games

Activities:

1. What to Expect
 - a. Riptides
 - b. Getting out through surf
 - c. Getting back in through surfline
 - d. Swimming alone – where to be
 - e. Swimming with rescuer – how to be a good victim
 - f. Surf etiquette
2. Play tug-of-war
3. Play water polo
4. Conduct water races
5. Practice rolling

Lesson Seven

Day Trip – Ocean

Objective:

Introduce beach/ocean environment. This will be a trip of 2-3 hours duration to put what participants have learned into practice.

Possible location: Tidal flow that simulates Class II river current, or light surf venue with easy entry and egress.

Lesson Eight

Day Trip - Surf

Objective:

Introduce a progression of more advanced surfkayaking techniques. Those learned in the pool will be put to use and participants will develop more confidence.

Paddler Graduation Checklist

Basic achievement checklist for Flatwater, River and Surf Venues. Modify for your site's use.

Flatwater Venue:

Required attendance: Minimum of 4 pool sessions, 3 flat water sessions

Over this period all of the following kayaking skills have been demonstrated to be consistent:

Basic water skills:

- Demonstrate comfort in water (has some swimming skill, no huge fears)
- Boat adaptations (if needed) accomplished
- Wet-Exit correctly from a hard shell kayak

Turning Strokes

- Forward and Back Sweep

Correction Strokes

- Stern Pry
- Stern Draw
- Forward Stroke
- Paddling in a straight line
- Backward Stroke (stopping)

Edge Control

- Figure 8 on inside edge
- Figure 8 on outside edge

Bracing

- Low Brace
- High Brace

Rescue

- Assisted Re-entry to Inflatable Kayak from water (if you are IK paddler)
- Assisted Re-entry to Sea Kayak from water (if site uses sea kayaks)
- Swimmer Rescue:
Wet exit, grab on to stern of another boat, get a tow to shore, assist tower by kicking/swimming
- T-Rescue in a hard-shell kayak:
Flip over, stay in boat, loudly clap hands against the sides of the boat, run hands back and forth along the sides of the boat until safety boater gives you their bow, use bow to hip flick to upright position

Must be able to demonstrate all of the following personal competencies:

- Judgment: Demonstrates the ability to make decisions wisely, after adequately considering various available courses of action.
- Self-Assessment: Demonstrates the ability to assess own physical/emotional states and paddling competency.
- Communication: Demonstrates the ability to convey thoughts and express feelings effectively in individual or group situations; attends to and fully comprehends what others are saying.

River Venue:

In addition to flat water requirements -

Required attendance: Minimum of 2 river sessions.

Rolls – **not required** but handy

- C to C or
- Sweep Roll

Eddy management

- Eddy entry and peel out on river right
- Eddy entry and peel out on river left

Surf Venue:

In addition to flat water requirements –

Required attendance: Minimum of 2 surf sessions.

Rolls – **not required** but **highly** recommended

- C to C or
- Sweep Roll

Surf zone management

- Get out through a two foot high surf with 15 second frequency or less
- Reach the beach through a two foot high surf with 15 second frequency or less

Rescue

- Self rescue:
Wet exit, keep paddle, separate from boat, keep boat between self and beach

TRR DS/USA Media/Insurance

DS/USA and TRR INSURANCE WAIVER & RELEASE OF LIABILITY FORM (version 2007-06-09)

In consideration of being allowed to participate in any way in DISABLED SPORTS USA's and TEAM RIVER RUNNER's programs, related events and activities, I and/or the minor participant, for myself, and on behalf of my heirs, assigns, personal representatives and next of kin, the undersigned:

1. Agree that prior to participating, I will inspect, or if a parent and/or legal guardian I will instruct the minor participant to inspect, the facilities and equipment to be used, and if I believe, to the best of my ability, that anything is unsafe, I and/or the minor participant will immediately advise DISABLED SPORTS USA and TEAM RIVER RUNNER of such condition(s) and refuse to participate.
2. Acknowledge and fully understand that I and/or the minor participant, will be engaging in activities that involve risk of serious injury, including permanent disability and death, and severe social and economic losses which might result only from my own actions, inactions or negligence of others, the rules of play, or the condition of the premises or any equipment used. Further, that there may be other risks not known to me or not reasonably foreseeable at this time.
3. Assume all the foregoing risks and accept personal responsibility for the damages following such injury, permanent disability or death.
4. Release, waive, discharge and covenant not to sue DISABLED SPORTS USA and TEAM RIVER RUNNER, its affiliated clubs, their representative administrators, directors, agents, coaches, and other employee of the organization, other participants, sponsoring agencies, sponsors, advertisers, their heirs, and if applicable, owners and leasers of premises used to conduct the event, all of which are hereinafter referred to as "releasees", from demands, losses or damages on account of injury, including death or damage to property, caused or alleged to be caused in whole or in part by the negligence of the releasee or otherwise.

I/WE HAVE READ THE ABOVE WAIVER AND RELEASE, UNDERSTAND THAT I/WE HAVE GIVEN UP SUBSTANTIAL RIGHTS BY SIGNING IT, HAVE NOT CHANGED IT ORALLY, AND SIGN IT VOLUNTARILY.

FOR PARTICIPANTS OF MINORITY AGE

This is to certify that I, as parent/guardian with legal responsibility for this participant, do consent and agree to his/her release as provided above of the Releasees, and, for myself, my heirs, assigns, and next of kin, I release and agree to indemnify and hold harmless the Releasees from any and all liabilities incident to my minor child's involvement or participation in these programs as provided above, EVEN IF ARISING FROM THEIR NEGLIGENCE.

MEDIA RELEASE FORM

MEDIA/PHOTO WAIVER I hereby authorize and give my full consent to Disabled Sports USA and Team River Runner (TRR) to copyright and/or publish any and all photographs, videotapes and/or film in which I appear while attending this DS/USA event. I further agree that DS/USA and TRR may transfer, use or cause to be used, these photographs, videotapes, or films for any exhibitions, public displays, publications, commercials, art and advertising purposes, and television programs without limitations or reservations, including the posting of event logs on their website.

SIGNATURES ON FOLLOWING PAGES

**The signatures on this page are in reference to the TRR/DSUSA Insurance Waiver & Media Release
Version 2007-06-09**

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____

- I consent to the terms of the media release and liability waiver
- I am signing for the minor named: _____

Print Name: _____ Sign: _____ Date: _____



Donation Thank You Letter

Team River Runner
Site Circle
Site City, Site State 11111

August 21, 2007

Mr. and Mrs. Donor
Big Bucks Rd.
Money, MD 20882

Dear Mr. & Mrs. Donor,

On behalf of Team River Runner, I sincerely thank you for your donation.

Thanks to your support, we can continue to give the gift of kayaking to soldiers who have fought for America and returned home injured physically and/or emotionally. Your contribution helps these men and women reap the spiritual and physical benefits of kayaking that encourage the healing process.

Your tax deductible donation of \$X will be put to work right away. Team River Runner receives 100% of your contribution and uses the funds to purchase equipment, food, gas and other items necessary to ensure that every soldier who wants the opportunity to learn to kayak has the chance to do so. No goods or services were provided to you in exchange for your donation. Team River Runner's tax ID number is 20-3838651.

We thank you again from the bottom of our hearts (and boats!) for your support of Team River Runner. Your financial contribution gives something back to the people who have served our country faithfully and well. Be sure to follow our progress and upcoming events at www.teamriverrunner.org.

Sincerely,

I.M. Volunteer
Site Secretary, Team River Runner – Site

Staff/Paddler Information Form

(Confidential) Please print:

Date: _____
Name: _____ Primary Phone: _____
Gender: M__ F__ DoB _____ Email Address: _____
Type: Staff__ Paddler__ Travel time to pool: _____ (hh:mm)
If Staff:
Paddling Skill: _____ (Class III, Creek, Surf, SOT only, None, etc)
Certifications: _____ (ACA Level IV instructor, Red Cross First Aid, etc)
Vehicle(s): _____ (car, pickup truck, etc)
If Paddler:
Military Branch: _____ Active/Retired: _____ Date injured/diagnosed _____
Diagnoses: _____
Allergies: _____

Date: _____
Name: _____ Primary Phone: _____
Gender: M__ F__ DoB _____ Email Address: _____
Type: Staff__ Paddler__ Travel time to pool: _____ (hh:mm)
If Staff:
Paddling Skill: _____ (Class III, Creek, Surf, SOT only, None, etc)
Certifications: _____ (ACA Level IV instructor, Red Cross First Aid, etc)
Vehicle(s): _____ (car, pickup truck, etc)
If Paddler:
Military Branch: _____ Active/Retired: _____ Date injured/diagnosed _____
Diagnoses: _____
Allergies: _____

Date: _____
Name: _____ Primary Phone: _____
Gender: M__ F__ DoB _____ Email Address: _____
Type: Staff__ Paddler__ Travel time to pool: _____ (hh:mm)
If Staff:
Paddling Skill: _____ (Class III, Creek, Surf, SOT only, None, etc)
Certifications: _____ (ACA Level IV instructor, Red Cross First Aid, etc)
Vehicle(s): _____ (car, pickup truck, etc)
If Paddler:
Military Branch: _____ Active/Retired: _____ Date injured/diagnosed _____
Diagnoses: _____
Allergies: _____



Team River Runner Affiliation Agreement

This Affiliation Agreement (“Agreement”) is entered into as of _____, 2011, by and between Team River Runner-National (“TRR-N”) and _____ (the “Chapter”).

WHEREAS, TRR-N is a Section 501(c)(3) charitable organization dedicated to providing active duty service members and veterans an opportunity to find health, healing, and new challenges through whitewater boating and other paddling sports; and

WHEREAS, TRR-N intends to have an affiliation with the Chapter and the Chapter wants to receive a charter to be a chapter of TRR-N.

NOW, THEREFORE, in furtherance of the mutual promises and consideration in this Agreement, the parties agree as follows:

1. Grant of Charter. TRR-N hereby grants a non-exclusive charter to the Chapter to be a chapter of TRR-N, and the Chapter shall be authorized to use the designation “Team River Runner - _____” with authority to use such designation, or any appropriate contraction or acronym of such designation, in connection with the activities of the Chapter as authorized in this Agreement, subject to the terms and conditions of this Agreement. The Chapter will serve the constituency of TRR-N in the geographic area of _____, _____.

2. Obligations of TRR-N. TRR-N's obligations to the Chapter include, but are not limited to, the following:

a. Initial Chapter Startup Education. TRR-N will provide the Chapter with the guidance and support necessary to initiate a TRR chapter including:

- A TRR Chapter Handbook with policies and procedures.
- Instruction on adaptive paddling, rolling, and boat outfitting.
- Training and support for updating the TRR Online Reporting System (“ORS”) and launching the Chapter’s mini-page on www.teamriverrunner.org

b. Ongoing Education. TRR-N will provide the Chapter with regular updates on activities, programming, teaching techniques, upcoming trips and training opportunities through monthly Council of Chapter Secretaries conference calls and through email and the website.

c. Initial Financial Assistance. TRR-N will help fund pertinent certification training for two (2) Chapter volunteers during the Chapter’s initial three (3) years of operation, subject to funds availability and at a reasonable cost. TRR-N will also provide three (3) full sets of kayak gear

(paddle, spray skirt, lifejacket, helmet, splash jacket), and assist the Chapter in obtaining kayaks, all subject to funds availability.

d. Ongoing Financial Assistance. TRR-N will assist the Chapter with the collection, accounting, and disbursing of Chapter funds. [Moved to Sec 5]TRR-N will provide the Chapter liability insurance through Disabled Sports/USA.

e. Marketing and Communications. TRR-N will assist the Chapter in promoting participation, and in preparing newsletters and other communications from the Chapter to its participants.

3. Obligations of the Chapter. The Chapter's obligations to TRR-N include the following:

a. Purposes and Activities. The Chapter will conduct all of its activities under this Agreement in accordance with the highest legal and ethical standards and with TRR-N's Bylaws and applicable policies and procedures. Specifically, the Chapter will conduct all of its policies, programs, activities, and events in accordance with the guidelines and safety and liability requirements laid out in the TRR Chapter Handbook, ensuring the highest safety and risk management techniques at all times.

b. VA/DoD compliance. The Chapter will ensure that all of its volunteers comply with the Chapter's local medical center-mandated, VA or DoD volunteer training and safety requirements.

c. No Endorsement. The Chapter will refrain from representing, and will use best efforts to compel representatives of the Chapter to refrain from representing, that any of its policies, programs, activities, events, statements, positions, communications, or representations emanate from, or are endorsed by, TRR-N unless specifically permitted in writing by TRR-N.

d. Representation. The Chapter will nominate one (1) individual to serve as a site secretary to represent the Chapter on the Council of Chapter Secretaries managed by TRR-N and convened at the monthly phone conference and other meetings of TRR-N, and to update the TRR ORS in a timely (at least monthly) fashion.

e. Intellectual Property. TRR-N retains all rights and interests in its legal name and trademarks, including its logo, and all related intellectual property including, without limitation, copyrights, mailing, membership, and other lists, educational materials, and all proprietary information and procedures (hereinafter collectively referred to as its "intellectual property") and all rights and interests in the use thereof. The Chapter is hereby authorized to use the intellectual property of TRR-N, indicating the affiliation of the parties when conducting activities in connection with the promotion of the parties' common concerns, subject at all times to the prior review and approval of TRR-N, which shall not be unreasonably withheld. The Chapter will ensure that the applicable copyright or trademark notice is used with any TRR-N intellectual property as appropriate. Upon the expiration or termination of this AFFILIATION AGREEMENT, all use by the Chapter of TRR-N's intellectual property will end immediately. The Chapter's obligations to protect TRR-N's intellectual property will survive the expiration or termination of this AFFILIATION AGREEMENT.

f. Fiscal responsibility. The Chapter is encouraged to undertake efforts to obtain local financial and in-kind support for the TRR programs that it operates. In soliciting funds using the TRR name and

presence, the Chapter acknowledges that it has a major responsibility to exercise due care that funds are properly accounted for and are used for no other purposes than to support TRR activities and programs. The Chapter further acknowledges that such funds remain the property of TRR-N. In general, the Chapter will remit funds to TRR-N for deposit. TRR-N will then take appropriate and reasonable steps to see that such funds are used for the benefit of the Chapter. Such steps will include reimbursing vendors, purchasing supplies and equipment, and other measures necessary to accomplish the TRR mission. The Chapter will support such efforts by providing information and supporting documentation about its expenditures.

g. Banking relationships. In TRR-N's sole discretion, it may elect to establish a banking relationship local to the Chapter. In such event, TRR-N will establish the bank account, and will establish procedures for routine monitoring and control of activity in the account. The Chapter is not authorized to set up a bank account in any other way. The Chapter and TRR-N acknowledge that such arrangements are critically necessary to permit TRR to exercise its fiduciary responsibility to contributors and to comply with all rules and regulations governing Section 501(c)(3) organizations.

h. Dues. It is anticipated that when the Chapter is generating material amounts of funding in its own right, TRR-N may impose a dues payment based on a percentage of funds raised by the Chapter. Such dues payments will be used to support general functions of TRR-N, including but not limited to underwriting the development of new sites, covering general insurance, accounting and audit costs, staff salaries and the like, and covering costs of national trips and training activities not otherwise met by specific Chapter-level funding. The level at which dues payments begin and the percentage of funds raised will be determined from time to time by TRR-N in consultation with the Chapters and will be reflected in updates to the Handbook.

i. Excess funds. In the event that the Chapter is able to obtain funds in excess of its reasonable and normal operating requirements, the extra funds may, following consultation with the Chapter leadership, be utilized for more general programs operated by TRR-N.

j. Governing documents. The Chapter agrees to be legally incorporated consistent with laws of the State of Maryland, and to adopt articles of incorporation and bylaws consistent with the model documents provided by TRR-N. The Chapter further agrees to submit all proposed changes to the articles of incorporation or bylaws to TRR-N for its approval at least sixty (60) days prior to the proposed date of adoption.

k. Annual Report and Chapter Audits. The Chapter agrees to file an annual report and financial summary with TRR-N, consistent with TRR-N policies and procedures, on or before the date specified by TRR-N, which report shall include any changes in the bylaws, together with such other information as TRR-N shall in its sole discretion require.

l. Legal Requirements. The Chapter agrees to comply with all applicable State and Federal laws regulating nonprofits, and annual registration and reporting requirements.

4. Revocation or Surrender of the Charter. The charter granted to the Chapter, with all of its attendant rights and obligations, will remain in full force and effect until and unless revoked by TRR-N or surrendered by the Chapter in accordance with the following provisions.

a. **Revocation.** TRR-N, through its Board of Directors, has the right and authority to revoke the Chapter's charter if the Board determines that the conduct of the Chapter is in violation of this Agreement or the provisions of TRR-N's Bylaws or applicable Handbook policies or procedures. TRR-N will submit a written notice of intent to revoke a Chapter's charter to the Chapter specifying the reasons for the possible revocation. The Chapter will be given sixty (60) days to respond in writing and to provide an oral argument before the TRR-N's Board of Directors. The Chapter may request appointment of an independent arbitrator, pursuant to laws of the State of Maryland, to make a decision as to whether revocation of the Chapter's charter is warranted. The decision of the Board, or arbitrator is requested by the Chapter, is final and the Chapter specifically warrants that it will assert no appeal to that decision in any other forum.

b. **Surrender.** The Chapter may surrender its charter by delivering notice of its intention to do so at least sixty (60) days in advance of the effective date of the surrender to the Board of Directors of TRR-N.

c. **TRR-N's Rights after Revocation or Surrender.** After revocation or surrender of the Chapter's charter, TRR-N will have the right to notify each member of the Chapter of the fact of the revocation or surrender and will have the sole authority to organize a new chapter of those members to replace the former Chapter of TRR-N. The Chapter will cease to represent or suggest any affiliation with TRR-N and will return any TRR-N property or assets that may be in the possession of the Chapter at the time of revocation or surrender of the charter.

5. Tax-exempt Status. The Chapter agrees to be a member of TRR-N's "group exemption" for purposes of securing federal tax-exempt status for the Chapter, and to supply all information to any party required to maintain that tax-exempt status. The Chapter agrees to take all action required to maintain TRR-N's exemption from Federal income tax under the provisions of the Internal Revenue Code as amended, or similar provisions or other laws. The Chapter specifically agrees that it will not directly or indirectly support or oppose any candidate for public office, and that it will not, except as an insubstantial part of its activities, carry on any lobbying activities or otherwise attempt to influence legislation being considered by any legislative body, except as consistent with policies and procedures of and prior approval by TRR-N.

6. Relationship. TRR-N and the Chapter expressly acknowledge and warrant that they are, and will remain, separate legal entities. TRR-N's relationship with the Chapter in the performance of this AFFILIATION AGREEMENT is based on a charter, and no agency, partnership, or joint venture arrangement is intended. Neither party is authorized to incur any liability, obligation, or expense on behalf of the other. Each party will indemnify and hold harmless the other party, its officers, directors, agents, members, and employees, from and against any action, suit, proceeding, claim, damage, liability, obligation, cost or expense (including reasonable attorneys' fees) that may arise by reason of any acts, omissions, or breach of this Agreement by the indemnifying party, its officers, directors, or agents. This provision shall survive the termination of this Agreement. All employees or agents

performing services which are to be performed by TRR-N under this AFFILIATION AGREEMENT will at all times be under TRR-N's exclusive direction and control and will be employees or agents of TRR-N and not of the Chapter. All employees or agents performing services which are to be performed by the Chapter under this AFFILIATION AGREEMENT will at all times be under the Chapter's exclusive direction and control and will be employees or agents of the Chapter and not of TRR-N.

7. Confidentiality. TRR-N and the Chapter may at times come into possession of confidential information of the other. Each party agrees to identify in writing all confidential information as such at time of disclosure. That confidential information will be maintained in confidence and will be subjected to the same level of protection that each party would utilize for its own similar confidential information. Neither TRR-N nor the Chapter will disclose confidential information of the other except as permitted in writing by the other or required under compulsion of law.

8. Term of Affiliation. The initial term of this Agreement shall be three (3) years from the effective date above. Provided that the Chapter has submitted all required state and/or federal filings to TRR-N in a timely fashion and remains in compliance with TRR-N's Bylaws and all applicable TRR-N policies and procedures, this Agreement shall be automatically renewed for successive three (3) year terms, unless sooner terminated by revocation or surrender of the Chapter's charter as described under the terms of Section 4.

9. Notices. Any notices or communications required under this Agreement will be in writing and will become effective five (5) days after mailing, postage prepaid, addressed to the current Chairman/President of the recipient party.

10. Assignment. The affiliation provided under this Agreement shall be effective only as between the parties hereto. This Agreement may be assigned only upon the prior written approval of the other party.

11. Miscellaneous. This Agreement constitutes the entire Agreement between TRR-N and the Chapter with respect to the subject matter hereof. This Agreement may be amended only by a writing executed by both parties. This Agreement shall be governed by and construed in accordance with the laws of the State of Maryland.

The parties have caused this Agreement to be executed by their duly authorized representatives.

CHAPTER

TRR-N

By _____

By _____

Name _____

Name _____

Title Chapter Secretary

Title Executive Director

Date _____

Date _____

VA Volunteer Form

(see separate doc)

DoD Volunteer Form

(see separate doc)

VA Medical Information Release Form

(see separate doc)

DoD Medical Information Release Form

(see separate doc)