

*Procedural revisions and Policy amendments approved by Tacoma Branch Council on June 29, 2015.
Policy amendments approved by membership in the September, 2015 election.*

The Mountaineers - Tacoma Branch

OPERATIONS MANUAL

“The Redbook”

Policies and Procedures for Governance of the Tacoma Mountaineers

Revised May, 2015



Mission

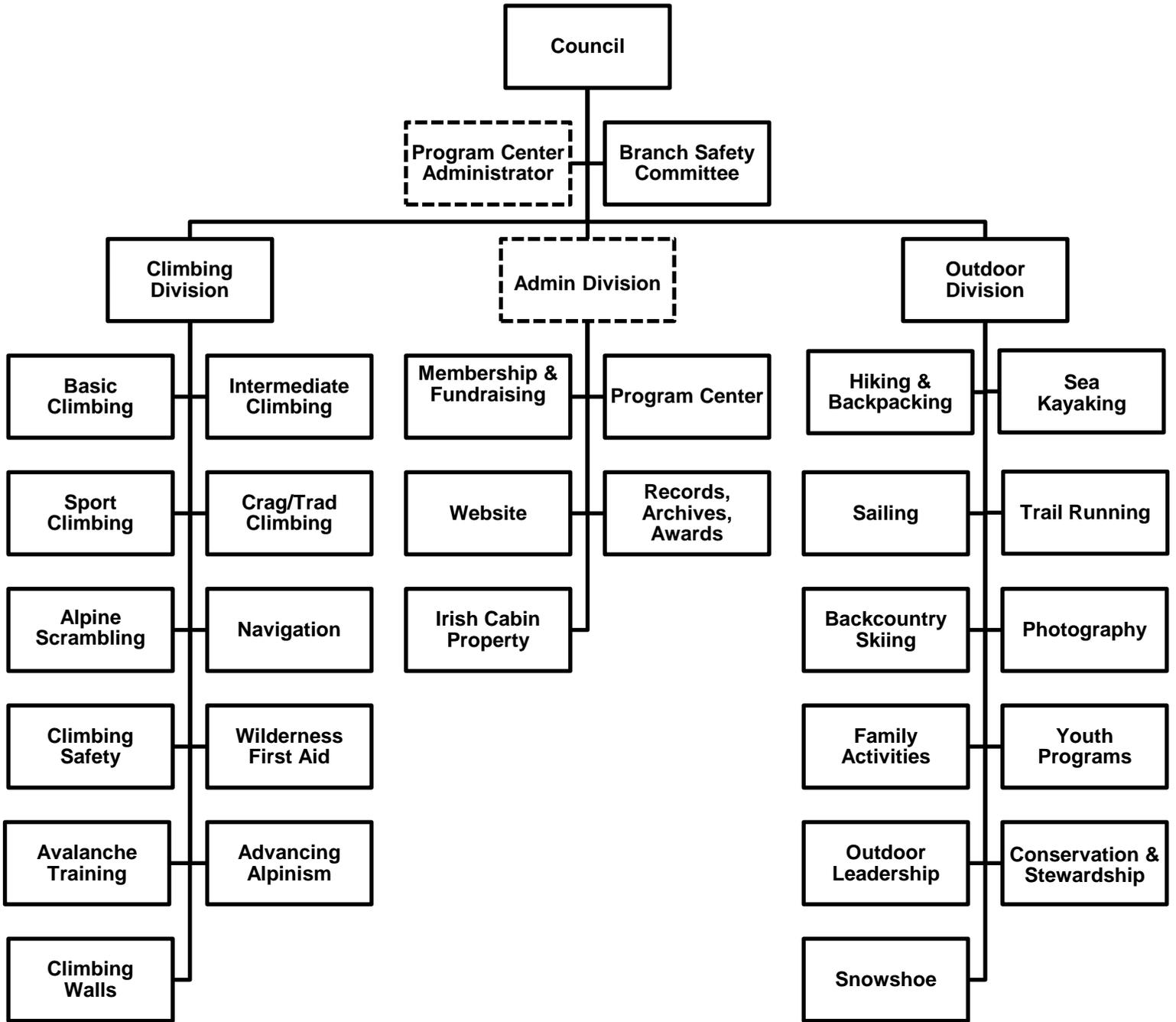
The Mountaineers mission is to enrich the community by helping people explore, conserve, learn about and enjoy the lands and waters of the Pacific Northwest and beyond.



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253-566-6965

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<http://www.tacomamountaineers.org>
<http://www.mountaineers.org>

Tacoma Branch Organizational Chart



Tacoma Branch Chairs

1912	A. H. Denman	1979	Burton Johnson
1915 -1919	J. Harry Weer	1980	Dick Putnam
1920	Mary Mudget	1981 - 1982	Bruce Becker
1921 -1923	A. H. Denman	1983	Frank Breen
1924	A. H. Bassett	1984	Doug Shafer
1925 -1926	Leo Gallagher	1985	Larry Heggerness
1927	George R. Rice	1986	Stan Engle
1928 -1929	Mont J. Downing	1987	Don Schmidt
1930	Dana Roberts	1988	Jim Olp
1931 -1932	W. W. Kilmer	1989	Greg Fisher
1933 - 1936	Willard G. Little	1990	Jeff Johnson
1937	Leo Gallagher	1991	Dave Berry
1938 – 1939	Thomas E. Dodge	1992	Tim Hartman
1940 – 1941	Kenneth G. Pryor	1993	Jo Backus
1942 – 1943	Clarence Garner	1994	Tom Shimko
1944	Rial Benjamin	1995	Randall Keys
1945	R. Bruce Kizer	1996	Les Uhrich
1946	Richard B. Scott	1997	Jim Burke
1947 – 1948	Ferd Bondy	1998	Jim Pommert
1949	Floyd Raver	1999	Roger Ternes
1950 – 1951	Keith Goodman	2000	Jim Briskey
1952	Floyd Raver	2001	Gini Clark
1952 – 1954	Jack Gallagher	2002	John Thomas
1955 – 1956	Earl Gjuka	2003	Don Thompson
1957 – 1958	Keith Goodman	2004	Jim Feltus
1959	James F. Henriot	2005	Ed Lansing
1960	John Freeman	2006 – 2007	Chuck Neudorf
1961 – 1962	Nels Bjarke	2008 – 2009	Darin Brekke
1963 – 1964	Harry Connor	2010 – 2014	Geoff Lawrence
1965	John Freeman	2014 – 2015	Scott Davidson
1966 – 1968	Stan Engle	2015 –	Jim Paxinos
1969 – 1970	Phil Stern		
1971 – 1972	James Haneline		
1973 – 1974	Robert Knowles		
1975 – 1976	Pete Granger		
1977 – 1978	John Lynn		

BYLAWS

MOUNTAINEERS, TACOMA BRANCH

Originally approved by membership on January 20, 1961.
Most recent update for approval by membership in August, 2015.

ARTICLE I **Organization Name**

This organization shall be known as "The Mountaineers, Tacoma Branch".

ARTICLE II **Place of Business**

The principal place of business shall be the city of Tacoma, Washington.

ARTICLE III **Governance and Policies**

The Mountaineers, Tacoma Branch, shall be governed by the Tacoma Mountaineers Council. The Council shall be comprised of elected members of the Tacoma Branch. The Council shall operate in accordance with the Policies, the governing instrument of the Tacoma Branch, except as otherwise provided herein. The Policies of the Mountaineers, Tacoma Branch shall not be inconsistent with the Policies of the Mountaineers. Any changes necessary to maintain this relationship shall be made automatic and not require voting approval by the Branch membership.

ARTICLE IV **Purpose**

To explore, study, and enjoy the mountains, forests, and watercourses of the Northwest and beyond; to gather into permanent form the history and traditions of these regions and explorations; to preserve, by the encouragement of protective legislation or otherwise, the natural beauty of the natural environment; to make expeditions and provide educational opportunities in fulfillment of the above purposes; to encourage a spirit of good fellowship among the lovers of outdoor life; to hold and sustain landscapes, properties and program sites for the furtherance of the purposes of the organization.

ARTICLE V **Membership**

Persons of desirable character, who are interested in the purpose of this organization as stated above, are eligible for membership. Procedures for becoming a member shall be determined by the Mountaineer's Board of Trustees and implemented by the Branch. All applications for membership shall be submitted to the Mountaineer's Board of Trustees in according to procedures determined by said board. Members of The Mountaineers from other localities may transfer membership to this branch. All Tacoma Branch members in good standing shall be eligible to vote in Branch elections.

ARTICLE VI **Tacoma Governing Council**

SECTION 1: COMPOSITION

The Tacoma Branch Council shall be comprised of no more than (10) elected members of the Tacoma Mountaineers - (5) Officers and up to (5) Members as follows:

- Chair
- Chair-Elect
- Secretary
- Treasurer
- Representative on Mountaineer's Board of Trustees
- Up to (5) Members

SECTION 2: PURPOSE AND AUTHORITY

The Council is vested with the entire management and governance of the Tacoma Branch. This includes the appointment of committee chairs, monitoring and approval of expenditures, administrative management of the Tacoma Program Center, support and oversight of volunteers, approval of new activities or major changes to existing activities, and ensuring activities are aligned with the organizational purpose, mission and values.

SECTION 3: FISCAL RESPONSIBILITY

No Tacoma Branch activity, nor its Council, shall incur any indebtedness beyond the amount of funds actually in its treasury.

SECTION 4: COUNCIL MEMBER QUALIFICATIONS

All Council members shall be in good standing with the Mountaineers organization and with fellow members. The Tacoma Branch Council shall be responsible for ensuring all Council Officers and Members have the tools and information needed to actively participate in the governance of the Tacoma Branch.

ARTICLE VII
Duties of Officers

SECTION 1: CHAIR

It shall be the duty of the Chair to provide leadership and oversight of the entire Tacoma Mountaineers organization. This includes the coordination and facilitation of all Council meetings, communication with membership, oversight of activities and committees, delegation of responsibilities and ensuring organizational objectives are carried out in accordance with the expectations and values of the Mountaineers. The Chair shall have the authority to enforce policy and procedure, appoint Committee Chairs and appoint members of Council in the case of vacancy.

SECTION 2: CHAIR-ELECT

It shall be the duty of The Chair-Elect to act in the place of the Chair in the latter's absence and shall then have all the powers and duties of the office. The Chair-Elect shall assist the Chair with organizational and management tasks, understand the role and responsibilities of the Chair and assist with delegating responsibilities among Council members.

SECTION 3: SECRETARY

It shall be the duty of the Secretary to take minutes at all Council meeting and ensure proper procedure is followed for agenda items requiring Council vote. The Secretary is also responsible for transmitting minutes to Council members for approval and posting the approved minutes where they can be accessed by membership and the public.

SECTION 4: TREASURER

It shall be the duty of the Treasurer to guide the Branch Council and various activity committees in meeting the organizational requirements of operating as a financially sound unit of a not-for-profit corporation, The Mountaineers. To this end, the Treasurer is tasked with providing a channel of communication and coordination, relative to Branch financial matters, between the various Branch activity committees and the Branch Council. Working with the Tacoma Branch Representative to the Mountaineers Board of Trustees, the Branch Treasurer will also provide a channel of communication and coordination between the Branch and the various staff in the Seattle office and Board positions concerned with financial management. If the Treasurer is not available the Treasurer's responsibilities will default to the Branch Chair.

The Mountaineers Board Financial Management Policy governs Branch financial management. The financial management responsibilities of the Branch are spelled out in the excerpts of this policy.

Budgeting: "All organizational units shall monitor revenues and expenditures on a regular basis and make program adjustments as necessary to ensure adherence to the approved operating and capital budget."

Responsibility: Branch and division treasurers are responsible for:

- Participation in preparing annual budgets for submission to the Finance Committee.
- Budget monitoring as discussed above.
- Ensuring that Branch or division financial obligations are met.
- Understanding financial results and status of all Branch or division financial accounts.

If a Branch or division treasurer is not established, this responsibility defaults to the chair.

SECTION 5: BOARD OF TRUSTEES REPRESENTATIVE

The Tacoma Council Member serving on the Mountaineer Board of Trustees (Seattle Representative) shall attend and participate in the meetings of that board, and shall render a written record of its activities to the Tacoma Branch Council.

ARTICLE VIII **Election of Council Officers and Terms of Office**

SECTION 1: TERMS OF OFFICE

- a. The term of office for all Council Members shall be 2 years.
- b. All Council positions, except for Chair, shall be elected by the membership every 2 years in the months of October or November.
- c. In November of the 2nd term year, Council will vote on the Chair-Elect becoming the next Chair. A vote in the affirmative shall result in the current Chair-Elect automatically becoming Chair for next term.
- d. If the Chair-Elect chooses not to pursue the Chair position, or does not receive a majority vote of Council, the Chair position will be considered open and will follow the same election process as all other Council positions.
- e. All Council terms will begin at the first scheduled Council Meeting following the election, generally in November.
- f. A vacancy in any office shall be filled by appointment from the Tacoma Branch Chair. The appointed individual shall hold office until the next general election. No member may serve in more than one office at one time.

SECTION 2: NOMINATING COMMITTEE

- a. A nominating committee, comprised of Tacoma members representing a wide range of activities, shall be formed to oversee the election process. The primary charge of the committee is to facilitate the election, recruit candidates (if necessary) and ensure the election process is executed in accordance with established Policies and procedures.
- b. Recognizing that all council positions require knowledge of the Branch, the Nominating Committee shall review such knowledge of all candidates for Council positions. Only those candidates approved by the Nominating Committee shall be allowed to run for Tacoma Branch Council positions.
- c. Council will be responsible for selecting the Chair of the nominating committee. The committee Chair shall not be a candidate in the upcoming election.

SECTION 3: ELECTION PROCESS

- a. All members in good standing shall be eligible to vote. All members in good standing, except Junior Members, shall be eligible to hold office.
- b. Elections shall be held one month prior to the end of Council terms, generally in October.

ARTICLE IX **Committees and Activities**

SECTION 1: COUNCIL DELEGATION

The Tacoma Branch Council shall delegate the management of all activities and properties of the Tacoma Branch to such committees as it sees fit, including appointment of committee chairs.

SECTION 2: CHAIRPERSON

Each committee chairperson may appoint as many members to assist as deemed necessary.

SECTION 3. NEW ACTIVITIES

Any new activity to the Tacoma Mountaineers must go through the vetting and approval process as indicated in the Procedures section of this manual.

ARTICLE X
Duties of Committees

SECTION 1: FINANCIAL

- a. Each committee shall provide the Treasurer a budget of estimated expenses to be incurred in the forthcoming year.
- b. Each committee shall make such charges to members and guests as may be reasonable to cover the expenses of the committee. Committee expenses shall include an amount for Branch administration and building operations in lieu of any charge for committee use of the building and support by office staff.
- c. Each Committee Chair shall work with the Branch Treasurer to ensure that all monies received from committee activities are promptly deposited and handled according to the Treasurer's established procedures for handling monies.
- d. Each Committee Chair shall request reimbursement by the Treasurer of all proper expenses incurred by committee members, according to procedures established by the Branch Treasurer.
- e. Upon Tacoma Branch Council authorization, the Treasurer may authorize advancement of a sum not in excess of \$200.00 to a custodian designated by the committee chair to establish a petty cash fund for that committee, subject to such terms and conditions as the Treasurer shall impose.
- f. Each committee shall submit an annual report of its activities to the Tacoma Branch Council, in writing, and shall submit additional reports as deemed necessary by the Tacoma Branch Council or the committee chairman.
- g. Each committee shall work with the Branch Treasurer to prepare an itemized annual financial report, together with such funds as it has on hand, not later than October 15. This report shall cover the period from October 1 to September 30, which shall be the fiscal year.

ARTICLE XI
Meetings

SECTION 1: MEMBERSHIP

Regular meetings of the membership shall be held at such time and place as the Tacoma Branch Council may designate. Due notice of each meeting shall be made through all possible modes of communication available at the time.

SECTION 2: COUNCIL

Regular meetings of the Tacoma Branch Council shall be held as determined by Council. Whenever possible, all decisions by the Tacoma Branch Council shall be made at meetings provided for in this article.

SECTION 3: SPECIAL MEETINGS

Special meetings of the Tacoma Branch Council or of the entire membership may be called by the Chair, Chair-Elect or via Council majority request at any time. Due notice shall be given.

ARTICLE XII
Quorums

SECTION 1: COUNCIL

Five members of the Tacoma Branch Council shall constitute a quorum for the transaction of its business.

SECTION 2: ELECTIONS

Results shall be determined by simple majority of votes cast.

ARTICLE XIII
Rules of Order

Robert's Rules of Order, Newly Revised, shall govern all parliamentary matters.

ARTICLE XIV
Amendments

SECTION 1: AMENDING BYLAWS

Any member of Council may propose an amendment to the Bylaws. Proposed amendments shall be discussed during a regularly scheduled Council meeting and require a formal vote. If approved by Council, the Bylaw amendment shall

be included on the ballot in the next scheduled election for approval by the general membership. A statement for and against may be included on the ballot if appropriate. Approval by membership shall be determined by simple majority of votes cast. Approved amendments become effective immediately.

Exception: Bylaws may be amended immediately after Council approval, without approval of general membership, if failure to enact the proposed change immediately would cause undue burden to the effective operation of The Tacoma Mountaineers, its governing council or committee activities. This exception shall be discussed and approved by Council prior to voting on the proposed Bylaw amendment.

SECTION 2: AMENDING PROCEDURES

Any member of Council may propose an amendment to procedures. Proposed amendments shall be discussed during a regularly scheduled Council meeting and require a formal vote. If approved by Council, the amendment becomes effective immediately.

SECTION 3: CLERICAL CHANGES

Non-substantive revisions made to Policies and Procedures solely for the purpose of clarity and/or alignment with current technology and practices must be communicated in writing to the Council Chair. The Chair shall determine if the proposed changes shall go through the amendment procedures indicated in Article XIV, or may be initiated without Council approval.

PROCEDURES

1. INTRODUCTION

Purpose

Procedures are established to help provide guidance and direction for the implementation of the various activities within The Tacoma Mountaineers organization. The following procedures are not intended to be all-encompassing or static in nature. Due to constantly changing practices and unexpected circumstances, good judgment and common sense shall guide the interpretation of written procedures. Procedures may be revised and updated at any time via a majority vote of Council.

Terminology: In this document The Mountaineers, in its totality, is referred to as the organization (or Organization); the Tacoma Branch of The Mountaineers is referred to as the Branch (or Branch). When the term “club” (or Club) is used, it is referring to the community that brings all of us together in the pursuit of outdoor activities, education and conservation. The information in this manual is intended to help understand the workings, policies, and traditions, of both the Branch and the larger organization, hence giving a foundation on which to build as an effective officer and/or committee chairperson of the Branch. Although your personal interests may be directed in limited directions, you are encouraged to make yourself aware of the ENTIRE organization, its activities, its policies, its shortcomings, its assets, its needs, and its future. The statements herein are not absolutes; rather, they represent current (2013) operations which have evolved over our 100 plus year existence. There are no restrictions on changes, providing club Purposes, Standards, and Policies are followed.

The Tacoma Branch Policies are included as an appendix in this document. The Policies and policies affecting the entire organization can be found at www.mountaineers.org. This document should be used with the overall policies and Policies as a backdrop to provide the context of the Branch within the larger organization.

Updating Procedures

(1) The date of the update will be included in the header on each page of the document.

(2) All updates must be reflected in electronic version of the manual on the website.

(3) Procedural updates must be approved by the Council.

TACOMA BRANCH OVERVIEW

Structure of The Organization

The official name of the organization is The Mountaineers. It is a nonprofit corporation under the laws of the State of Washington (Chapter 24.03 RCW). The club was founded in 1906, incorporated in 1913, with status changed to a 501(c)(3) non-profit in 2011, from its previous 501(c)(4) status. The Tacoma Branch was founded in 1912.

As a corporation, The Mountaineers may hold title to real estate, enter into binding legal contracts, and perform other legal acts in its own name. As with all corporations its affairs are managed by a Board of Directors composed of individuals selected by the general membership or, by a Branch Council composed of members selected by the Branch membership. Under the corporation's Policies, which were adopted and are periodically amended by the organization's membership, the directors may delegate some responsibilities for its activities and management of its properties to such officers, committees, divisions and Branches as they may designate. While the President is the official spokesman for the corporation, he or she reports to and may be removed from office by the organization Board of Directors.

The Articles of Incorporation and the club's Policies provide that the organization's corporate registered office is in Seattle, but Branches may be established elsewhere. Under the Policies, the directors may authorize a Branch upon approval of a petition submitted by existing members to the Board of Directors. At this writing, there are 7 Branches: Bellingham, Everett, Foothills, Kitsap, Olympia, Seattle and Tacoma. Each Branch may select such officers and adopt such rules for the conduct of its activities as it sees fit, provided the Branch rules are consistent with the organization's Policies and policies. A Branch, like a committee, is not a separate legal entity but an internal group set up to conduct club activities for members and to carry out other delegated responsibilities. Members may designate the Branch with which they wish to be aligned.

The Tacoma Branch membership has adopted Policies, rules and policies which are included in this manual and provide for elected Tacoma Branch officers and Tacoma Branch Council members, all of whom sit on the Tacoma Council, which is responsible for the activities of the Tacoma Branch. The Tacoma Council is also responsible for managing the following organization properties: the Tacoma Program Center and the Irish Cabin property, which have been delegated to the Tacoma Branch. All Branch Policies, rules and policies are aligned with the policies of the Organization which can be found at www.mountaineers.org under the Board of Directors link.

It is important to note that, as a 501(c)(3) organization, The Mountaineers cannot engage in political activity, endorse or oppose political candidates or donate money or time to political campaigns. The Mountaineers can engage in limited lobbying but must give prior notice of the intent to lobby by filing appropriate forms with the IRS.

2. BRANCH GOVERNANCE

STAFF

The Tacoma Branch has had a part-time paid staff person since 1971 to handle the various administrative support functions for Branch activities and rental of the facility when not in use by Branch activities. In 2012 the position of Tacoma Program Center Administrator was created to replace the previous position of Clubhouse Secretary when the building renovation enabled the creation of an onsite office so that staff no longer worked from home.

ELECTED OFFICERS

Officers General

The governance structure of the Tacoma Branch is set out in the Tacoma Policies, specifically Articles VI, VII & VIII. This section expands on the provisions of the Branch Policies and should be referred to with the Policies providing the larger context.

The members of the Branch Council conduct the business of the Branch, mainly at Council meetings which are held most months. Specific dates are set by the Council in October, based on holidays or other considerations, and the dates are published on the Branch website. All Branch officers and council members should attend all Council meetings.

ROBERT'S RULES OF ORDER govern parliamentary procedures. A "loaner" copy is available from the Building Administrator.

For financial reporting purposes, the Branch's fiscal year extends from October 1st through September 30th, mirroring the fiscal year of the overall organization. The official term of office is mid-October to mid-October, the exact dividing line being Tacoma's Annual Awards evening.

A quorum of five is needed for the Council to conduct formal business.

Expenses incurred in the line of an officer's duties are reimbursable upon claiming same according to reimbursement procedures established by the Branch Treasurer.

Chair

The Chair is responsible for guiding all Branch affairs, for representing the Branch to the public and, to some extent, speaking in its behalf to the larger organization.

DUTIES OF THE CHAIR include but are not limited to:

1. Setting dates of Council meetings.
2. Presiding at Council meetings.
3. Preparing agendas for Council meetings.
4. Consulting with Seattle Officers and the Executive Director, in matters dealing with overall organization issues or policies, as well as working with officers from other Branches.
5. Assuming the duties of the Treasurer in the Treasurer's absence.
6. Submitting for Council approval, names of candidates willing to be division chairs, and when desirable, soliciting help in locating competent chairpersons and committee members.
7. Ensuring that new division chairs receive all information pertinent to the position, i.e., the Tacoma members list of officers and committees, financial guidelines, clubhouse rules and procedures, etc.
8. Organizing and presiding at the Annual Awards Event or delegating a master of ceremonies and committee responsible for the planning and operation of this event.
9. Overseeing other officers and chairpersons to be sure they perform adequately

10. Planning a smooth transition from old to new Council at the end of the fiscal year.

Chair-Elect

The Chair-Elect acts in place of the Chair in the latter's absence and assists the Chair with duties of the office. The Chair-Elect acts as chairperson of the Council's Nominating Committee. The Chair-Elect serves as program chairperson for the monthly Branch membership and new member meetings.

Secretary

THE DUTIES OF THE SECRETARY include but are not limited to:

1. Attend each Council meeting to take notes of business transacted by the Council.
2. Prepare minutes reflecting the business done and distribute them, electronically to Council members and other attendees. A copy should be included in the permanent Branch archives.
3. Toward the end of the Branch fiscal year, send a note to all committee chairpersons asking for an annual report of activities of the committee to be received by September 30, with a reminder to turn in a financial report to the club Treasurer at the same time. (Each chairperson is expected to write up a summary of the activities of his/her committee, called an annual report, to be given to the Secretary. From these, a Branch-wide annual report is prepared for distribution to the Council and posting on the Branch website.)

Treasurer

The Branch Treasurer is the Branch officer with primary responsibility for overseeing Branch financial affairs. Dues and initiation and reinstatement fees paid by Tacoma members go into the general account of the organization with a portion of each Tacoma member's dues being returned to the Branch on a schedule and formula determined by the Finance Committee of the Board of Directors.

Tacoma Trustee

The Representative to the Association attends both the Tacoma Branch Council meetings and the Board of Trustees meetings in Seattle, serving as liaison between the two.

Council Members

Each Council Member is expected to lead or participate on designated divisions, committees or special projects as the need arises.

3. APPOINTED POSITIONS

The Tacoma Branch has four divisions – Administrative, Climbing, Outdoor and Social. Division Chairs and Committee Chairs are appointed by the Council to manage the various courses, trips, events and other activities offered by Branch volunteers.

Administrative Division Purpose: The Administrative Division provides administrative management to the Branch Council for specified functions. Administrative Division provides a broad range of support for club activities to assure the administrative needs are accomplished in a timely and efficient manner.

Administrative Division Activities: The activities under the jurisdiction of the Administrative Division include, but are not limited to those managed by the following committees: Branch Safety Committee, Building & Properties Operations Committee,

Conservation & Trail Maintenance Committee, Family Activities, Historian/Archivist, Membership & New Member Mentoring, Outdoor Leadership Committee, Youth Programs, and Webmaster/Website Committee. These committees may or may not necessitate sub-committee chairs for coordination purposes. Note that the Branch Safety Committee is shown on the organizational chart (on page 4) as being directly below the Council rather to indicate that it is a Branch wide concern.

Administrative Division Responsibilities: The Administrative Division is responsible for carrying out its purpose in accordance with the policies established by the Branch Council and The Mountaineers Board of Trustees. The Division must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a Chairperson for each of the functions assigned to the Division based on selection by the Division Chairperson and/or Council appointment. Selection will occur on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of activities housed within the Division, with periodic updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Branch Council of the names of the Division's Committee Chairs.
6. Each year, each Committee within the Division shall prepare an annual budget, including all revenues and expenses, and submit it to the Division Chair who in turn will prepare and submit the entire Division's fiscal plan to the Branch Council. Throughout the year, the Division Chair shall review the actual income statement to compare current expenses and year to date actual with budget. The Division Chair is responsible for achieving the budget financial objectives for the Division.

Administrative Division Committees' Responsibilities: Each Administrative Division Committee is responsible for carrying out its purpose in accordance with the policies established by the Administrative Division, the Branch Council and The Mountaineers Board of Trustees. Each Committee must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a chairperson that is selected by the Division Chair on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of the Committee's activities, with updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Division Chair of the names of its members.
6. Each year, each Committee shall prepare an annual budget, including all planned revenues and expenses, and submit it to the Division Chair. Throughout the year, the Committee Chair shall compare the actual income and expenses with the approved

budget for the fiscal year. Each Committee Chair is responsible for working with the Division Chair and the Branch Treasurer to ensure that the committee stays within the most recent approved budget.

7. When an Administrative Division Committee organizes activities or trips that also fall under another committee, such as hiking, backpacking, bicycling, skiing, snowshoeing, etc., the activities and trips must be coordinated with that committee for scheduling, leadership criteria, and adherence to clubwide standards, etc.

Climbing Division Purpose: The Climbing Division has as its purpose managing the climbing related activities of the Branch. Climbing related activities refer to all glacier, rock and ice roped climbing, off-trail non-roped scrambling and winter travel (no skis) courses, lectures, field trips, seminars, expeditions and scheduled outings. These committees may or may not necessitate sub-committee chairs for coordination purposes.

Climbing Division Activities: The activities under the jurisdiction of the Climbing Division include, but are not limited to those managed by the following committees: Alpine Climbing & Scrambles Committee, Advancing Alpinism Committee, Avalanche Education Committee, Basic Rock & Glacier Climbing Committee, Climbing Safety Committee, Intermediate Climbing Committee, Navigation Course Committee, Peak Pins Committee, Snowshoeing Committee, Sport Climbing Committee, Traditional Rock Climbing Committee, and Wilderness First Aid Committee.

Climbing Division Responsibilities: The Climbing Division is responsible for carrying out its purpose in accordance with the policies established by the Branch Council and The Mountaineers Board of Trustees. The Division must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a Chairperson for each of the functions assigned to the Division based on selection by the Division Chairperson and/or Council appointment. Selection will occur on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of activities housed within the Division, with periodic updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Branch Council of the names of the Division's Committee Chairs.
6. Each year, each Committee within the Division shall prepare an annual budget, including all revenues and expenses, and submit it to the Division Chair who in turn will prepare and submit the entire Division's fiscal plan to the Branch Council. Throughout the year, the Division Chair shall review the actual income statement to compare current expenses and year to date actual with budget. The Division Chair is responsible for achieving the budget financial objectives for the Division.

Climbing Division Committees' Responsibilities: Each Climbing Division Committee is responsible for carrying out its purpose in accordance with the policies established by the Climbing Division, the Branch Council and The Mountaineers Board of Trustees. Each Committee must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a chairperson that is selected by the Division Chair on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of the Committee's activities, with updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Division Chair of the names of its members.
6. Each year, each Committee shall prepare an annual budget, including all planned revenues and expenses, and submit it to the Division Chair. Throughout the year, the Committee Chair shall compare the actual income and expenses with the approved budget for the fiscal year. The Chair is responsible for working with the Division Chair and the Branch Treasurer to ensure that the committee stays within the most recent approved budget.
7. When a Climbing Division Committee organizes activities or trips that also fall under another committee, such as hiking, backpacking, bicycling, skiing, snowshoeing, etc., the activities and trips must be coordinated with that committee for scheduling, leadership criteria, and adherence to clubwide standards, etc.

Outdoor Division Purpose: The Outdoor Division has as its purpose promoting outdoor activities for the Tacoma Branch of the Mountaineers. Outdoor activities are those activities that require muscle power as the primary means of travel or means of participating in an activity that is outside of any structure or shelter. This division includes training for those activities that do not fall under the responsibility of the Climbing Division.

Outdoor Division Activities: The activities managed by the Outdoor Division include, but are not limited to: Hiking & Backpacking Committee, Bicycling Committee, Photography Committee, Sailing Committee, Sea Kayaking Committee, and Ski Committee. These committees may or may not necessitate sub-committee chairs for coordination purposes.

Outdoor Division Responsibilities: The Outdoor Division is responsible for carrying out its purpose in accordance with the policies established by the Branch Council and The Mountaineers Board of Trustees. The Division must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a Chairperson for each of the functions assigned to the Division based on selection by the Division Chairperson and/or Council appointment. Selection will occur on an annual basis.

2. Providing current information to the Branch Webmaster on the nature and scope of activities housed within the Division, with periodic updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Branch Council of the names of the Division's Committee Chairs.
6. Each year, each Committee within the Division shall prepare an annual budget, including all revenues and expenses, and submit it to the Division Chair who in turn will prepare and submit the entire Division's fiscal plan to the Branch Council. Throughout the year, the Division Chair shall review the actual income statement to compare current expenses and year to date actual with budget. The Division Chair is responsible for achieving the budget financial objectives for the Division.

Outdoor Division Committees' Responsibilities: Each Outdoor Division Committee is responsible for carrying out its purpose in accordance with the policies established by the Outdoor Division, the Branch Council and The Mountaineers Board of Trustees. Each Committee must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a chairperson that is selected by the Division Chair on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of the Committee's activities, with updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Division Chair of the names of its members.
6. Each year, each Committee shall prepare an annual budget, including all planned revenues and expenses, and submit it to the Division Chair. Throughout the year, the Committee Chair shall compare the actual income and expenses with the approved budget for the fiscal year. Each Committee Chair is responsible for working with the Division Chair and the Branch Treasurer to ensure that the committee stays within the most recent approved budget.
7. When an Outdoor Division Committee organizes activities or trips that also fall under another committee, such as hiking, backpacking, bicycling, skiing, snowshoeing, etc., the activities and trips must be coordinated with that committee for scheduling, leadership criteria, and adherence to clubwide standards, etc.

Social Division Purpose: The Social Division has as its purpose promoting and organizing social interactions within the Tacoma Branch. Social activities are defined as activities whose primary focus is to promote fellowship and fun among the participants.

Social Division Activities: The activities under the jurisdiction of the Social Division include, but are not limited to those managed by the following committees: Folk Dancing Committee and Singles Committee. Each of these activities will necessitate committee chairs for coordination purposes.

Social Division Responsibilities: The Social Division is responsible for carrying out its purpose in accordance with the policies established by the Branch Council and The Mountaineers Board of Trustees. The Division must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a Chairperson for each of the functions assigned to the Division based on selection by the Division Chairperson and/or Council appointment. Selection will occur on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of activities housed within the Division, with periodic updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Branch Council of the names of the Division's Committee Chairs.
6. Each year, each Committee within the Division shall prepare an annual budget, including all revenues and expenses, and submit it to the Division Chair who in turn will prepare and submit the entire Division's fiscal plan to the Branch Council. Throughout the year, the Division Chair shall review the actual income statement to compare current expenses and year to date actual with budget. The Division Chair is responsible for achieving the budget financial objectives for the Division.

Social Division Committees' Responsibilities: Each Social Division Committee is responsible for carrying out its purpose in accordance with the policies established by the Social Division, the Branch Council and The Mountaineers Board of Trustees. Each Committee must perform certain tasks, including but not limited to:

1. Structuring itself to provide accountability. The minimum structure will consist of a chairperson that is selected by the Division Chair on an annual basis.
2. Providing current information to the Branch Webmaster on the nature and scope of the Committee's activities, with updates as warranted.
3. Meeting often enough and maintaining a membership of sufficient size to execute its responsibility(ies).
4. Assigning representatives as required for attending other Branch and Club activities and meetings.
5. Notifying the Division Chair of the names of its members.
6. Each year, each Committee shall prepare an annual budget, including all planned revenues and expenses, and submit it to the Division Chair. Throughout the year, the Committee Chair shall compare the actual income and expenses with the approved budget for the fiscal year. Each Committee Chair is responsible for working with the Division Chair and the Branch Treasurer to ensure that the committee stays within the most recent approved budget.
7. When a Social Division Committee organizes activities or trips that also fall under another committee, such as hiking, backpacking, bicycling, skiing, snowshoeing, etc., the activities and trips must be coordinated with that committee for scheduling, leadership criteria, and adherence to clubwide standards, etc.

4. NEW ACTIVITY COMMITTEES

Organizing a New Committee at a Branch

The Mountaineers gives broad discretion to branches to organize and manage activities at the branch level. Here the basic considerations that should be explored in each case of volunteer leaders wishing to start a new activity within the branch:

1. A completely new activity that is not offered within The Mountaineers must be approved by the Managing Committee of branch chairs. If already offered the organizers should investigate how other committees are organized within The Mountaineers for their new activity at the branch.
2. The branch council has responsibility to vet the organizers plans and technical knowledge to successfully offer this new activity within the branch. Board policy requires the committee to:
 - Have a written process for approving leaders.
 - Have a written process for reviewing leader performance concerns and taking corrective action, including removing someone from the leaders' list if necessary.
3. The council must either assume continuous direct oversight of the activity or delegate oversight to an existing division like Climbing, Outdoor, Admin, or Social provided the volunteer leaders of that division are willing to assume continuing oversight of the new activity. The organizers of the new committee should consider whether they want their own administrative infrastructure such as "Treasurers, Secretaries, Chair, etc." and whether a separate budget and accounting number (from another committee) is desired as well. Not all situations require this level of infrastructure to provide the necessary oversight and administrative support.
4. All activities are subject to the board policies on impact (including party size and exceptions).
 - Outdoor Ethics
 - Club Standards
5. Safety concerns are vetted by branch safety representatives and safety reporting expectations are clearly defined. Incident reports shall be reviewed by the Branch Council for the first year.
6. Each activity involving individuals younger than 18 are subject to the club youth policies. Each adult activity must determine if they will include youth in adult programs and let the branch council know. If youth are included, activities must be designed to align with club policies for youth.
 - Youth Manual
 - Youth Participating in Adult Programs
7. Organizers understand that activities must be listed on The Mountaineers' website for registration and all participants have an active signed waiver so that organizational liability insurance covers organized events and leaders.

5. FINANCE

Financial Guidelines for Branch Treasurer & Committees

The bases for the Branch Financial Guidelines and the Duties and Responsibilities of the Branch Treasurer are set out in the Branch Policies (included below).

Duties of Treasurer

The Treasurer, with authorization of the Branch Council, maintains complete oversight of the Tacoma Branch finances.

At the start of the fiscal year the Treasurer will update Branch financial reporting, budget and monies handling guidelines to ensure they are compatible with the Mountaineers financial guidelines and meet standard accounting best practices. The Treasurer will communicate, in writing, the current guidelines and best practices to all committee chairs and other Branch officers and employees who have any involvement in Branch financial matters.

Between October 1 and the October Branch Council meeting, the outgoing Treasurer is responsible for the transfer of financial responsibility to the newly elected Treasurer. This includes instruction in record keeping, submittal of records to the Seattle accountant, budgeting, and approval of expenses. The outgoing Treasurer is also responsible for preparation and submittal of the previous year's annual report of the Branch's income, expenses, and financial position.

Tacoma Branch Policies, Article VII, Section 4: "It shall be the duty of the Treasurer to guide the Branch Council and Branch activity committees in meeting the organizational requirements of operating as a financially sound unit of the not-for-profit corporation, The Mountaineers. To this end, the Treasurer is tasked with providing a channel of communication and coordination, relative to Branch financial matters, between the various Branch activity committees and the Branch Council. Working with the Tacoma Branch Representative to the Mountaineers Board of Trustees, the Branch Treasurer will also provide a channel of communication and coordination between the Branch and the various staff in the Seattle office and the Board positions concerned with financial management. If the Treasurer is not available the Treasurer's responsibilities will default to the Branch Chair."

The Mountaineers Board Financial Management Policy governs both organization and Branch financial management. The financial management responsibilities of the Branch are spelled out in these excerpts of this policy (The full text of this policy, adopted 1/5/2012, can be found at www.mountaineers.org under the Board of Directors document archives.):

Budgeting:"All organizational units shall monitor revenues and expenditures on a regular basis and make program adjustments as necessary to ensure adherence to the approved operating and capital budget."

Responsibility: “Branch and division treasurers are responsible for:

- Participation in preparing annual budgets for submission to the Finance Committee.
- Budget monitoring as discussed above.
- Ensuring that Branch or division financial obligations are met.
- Understanding financial results and status of all Branch or division financial accounts.

If a Branch or division treasurer is not established this responsibility defaults to the chair.”

Fiscal Year

For financial reporting purposes, the Tacoma Branch of the Mountaineers fiscal year is the same as the overall organization’s fiscal year, beginning October 1 and ending September 30.

Income

The Tacoma Branch receives income from a portion of the dues and initiation fees paid by Tacoma members. The allocation of the portion to be remitted to the Branch is determined by the Board Finance Committee. Additional Branch income comes from course fees and from rental of the Tacoma Program Center when not in use by Branch activities.

Whenever practical, Branch committees should use the registration/fee collection capabilities of the main website, www.mountaineers.org, to collect course and other fees as this provides the most secure method of handling money. When payment for courses or other fees is received in the form of checks, cash, or credit or debit card payments those monies must be handled in accordance with Generally Accepted Accounting Principles (GAAP) to ensure integrity of the income stream. Committee and activity chairpersons are responsible for all income transactions of their committees or activities. A chairperson may delegate the task, but still retains final responsibility.

Expenses

Committee and Activity chairpersons, or their designees, are to be the money handlers for all expenses of their committees or activities. A chairperson may delegate the task, but still retains final responsibility.

All expenses must follow Branch financial guidelines for submitting Check Requests with appropriate documentation and signatures and be handled in a timely manner. All expenses paid are made via a Check Request to the Treasurer. All Check Requests shall be approved by the Committee Chairperson and submitted to the Treasurer for payment, with proper documentation, using the current Check Request form and procedures established by the Branch Treasurer.

Activities and committees must **NEVER** pay expenses out of income on hand. No person, activity or committee is to have or maintain any unreported or separate funds or accounts. Further, no committee person is expected to conduct Mountaineer business with large amounts of personal funds.

All large expenses, greater than \$200, must be committee-budget or Council approved.

Unusual expenses, not greater than \$500, which have not been committee-budget or Council approved may be submitted to an executive committee made up of the Chair, Chair-Elect, Secretary and the Treasurer. This Executive Committee is authorized to review and approve such expenses between scheduled meetings of the full Council. A quorum of this executive committee is three members and approval is by majority. The executive committee will inform the Council of all actions taken at the next regularly scheduled Council meeting. Expenses not approved by the Executive Committee may be presented to the full Council for review or approval.

All expenses for activities or committees shall be directly related to the running of the activity or committee. Typical expenses include stationery supplies, postage, printing, phone charges, equipment for field trips, equipment or facility rentals, modest food expenses, instructor training and leadership enhancement. Committee expenses will include a budget line item for Branch Administration in lieu of a facility charge for using the Tacoma Program Center.

Budgets

Committee chairpersons are responsible for the preparation of a budget of estimated income and expenses for the coming year, in cooperation with the Branch Treasurer. Each committee chair is also responsible for monitoring the committee's budget and notifying the Treasurer of any changes that need to be made during the year to keep expenses in line with income.

Activities which generate revenue and teach courses are expected to have a "Branch Administration" line item included in the committee's budget. This amount, calculated as a percentage of anticipated revenue, will be determined by the Treasurer as part of the budget process.

6. BRANCH MANAGED PROPERTIES

Tacoma Branch Property

The Mountaineers, Inc. has numerous real estate holdings. Two of them, the Tacoma Program Center and the Irish Cabin Property, are managed and used principally by the Tacoma Branch. The Branch Building & Properties Operations Committee provides oversight for the Council.

Tacoma Program Center

Located at 2302 North 30th Street in Tacoma's Old Town Neighborhood, the Tacoma Program Center is available for all Branch sponsored activities. When not in use for club activities the clubhouse is rented for such events as business meetings, community meetings, and private social functions. Rental arrangements are handled by the Tacoma Program Center Administrator.

Dates for use of the facility by the Tacoma Council or Committees are scheduled with Administrative Division Chair or the Branch Calendar Coordinator who works with the Program Center Administrator to keep the Branch Calendar current. The Branch Calendar is accessible through the Branch Website. A scheduling meeting is held in June of each year to schedule Branch use of the facility through the end of the following year.

The need for repairs, maintenance or supplies for the facility and its grounds are handled by contacting the Program Maintenance Team or the Program Center Administrator. Written messages for both can be left in the Program Center mailbox accessible from outside the building. Urgent maintenance problems should be communicated via phone or email as soon as possible.

Tacoma Program Center Guidelines for Branch Activity Use

(Approved by Tacoma Program Center Building Operations Committee Policy 6/25/12;
approved by Council by consensus 8/27/12)

The overhead, operating and maintenance costs of the Tacoma Program Center are paid for by the dues and course income from Tacoma Branch members and committees and by rental fees from outside groups.

Mountaineers events, run by Tacoma Branch committees, with the primary purpose of promoting The Mountaineers mission and activities are eligible to use rooms in the Tacoma Program Center at no charge with the understanding that the committee will leave the room clean and ready for the next occupant.

Activities qualifying for use of the Tacoma Program Center facilities at no charge will fall into one of two categories of Branch Events which promote the mission and activities of The Mountaineers:

1. Branch events such as courses, outings, committee meetings, etc. open to members and guests who have registered at www.mountaineers.org .
2. Branch events, such as information meetings and special programs (Third Friday Open Houses & Information Programs and course information programs), where both the general public and members are invited.

The Tacoma Branch fully subscribes to the overall Mission of The Mountaineers as set out on the organization website: