The Mission of FFI is to support, enhance and preserve fly fishing opportunities. Fundamental to this mission is FFI’s commitment to support conservation, education and programs to support the fly fishing community.

STRATEGIC VISION

Fly Fishers International will expand its relevance as the definitive voice for fly fishers of all fish in all waters around the world. We strive to be recognized as a leader in conservation of fishes and their habitats, for our excellence in fly fishing education and support of the fly fishing community.
FFI’S ONGOING TRANSFORMATION

The past five years have been an incredibly productive for Fly Fishers International as we continue our organization’s transformation while serving fly fishers through Conservation, Education, and Community. Leadership is often asked ‘What is FFI doing for me?’ ‘What benefits do I receive?’ ‘Why should I join?’ and FFI has been working hard to answer these questions by providing support to clubs and Councils across the United States and internationally. Another great question is “how can you support the community of fly fishers particularly at the local level?” Great work is being accomplished by our members, clubs, and Councils and we want to thank you for your commitment and enthusiasm.

FFI is working hard to improve services for our members, clubs, and Councils. This was the impetus behind our expanded involvement with The Fly Fishing Show and other regional Council events. Our desire was to present ourselves professionally and consistently and to assist local leadership with membership recruitment and delivery of Learning Center educational activities. By all accounts, our involvement at these shows has been well received.

This past year we implemented an insurance program for member guides and outfitters. We are hopeful, by improving our services to guides and outfitters, we will be positioned to identify additional financial supporters for our Education and Conservation programs.

Our Industry Partnership Program has also been very popular and we have had a number of requests from clubs and Councils taking advantage of this program in support of program delivery and fundraising at the local level.

We continue to promote the program bringing a broader range of industry partners into the fold to benefit club and Council activities. The industry partnership program simplifies the donation process and makes it easier for industry partners to say ‘yes’ to requests for program and fundraising efforts.

This past year we expanded the council revenue sharing program, identifying a number of ways councils can receive financial benefit through the implementation of FFI programs at the Council level.

FFI will continue to improve our communication with members, clubs, and Councils. We will do this through the monthly Club Wire and through regular messaging in the Flyfisher. We have actively reached out to all Councils to provide regular updates on outreach activities occurring within their regions.

All in all, it has been a very productive year for FFI. We look forward to partnering with all of you to ensure the success of our organization as the voice of fly fishers around the world.

LEN ZICKLER, President & CEO
Fly Fishers International stands alone in advocating for the conservation and protection of “all fish in all waters”. We protect our members’ fly fishing legacy through grants to FFI councils and clubs as well as partner organizations that support habitat restoration and preservation, conservation education, and research in warm water, cold water and saltwater fisheries. FFI also advocates for sound, science-based conservation policy by writing or signing onto letters to policy makers on important fisheries conservation issues. Here are some significant contributions FFI has made to conservation.

“Every fly fisher’s opportunities to enjoy fly fishing are ultimately dependent upon wise conservation of our natural world. This applies to our upland watersheds and the wetlands, rivers and lakes they recharge. These are the habitats of the fish we pursue with the artificial fly in all waters...cold and warm, salt and fresh.”

– Tom H. Logan, Chairman of the Board
CONSERVATION ACTIONS

Fly Fishers International works to preserve and protect fishery habitats. Many times, that protection comes in the form of biological opinion regarding policies and decisions by public agencies whose responsibility is to oversee the water body and surrounding habitat. Fly Fishers International bases its decision about issues on a review of the existing policies or laws governing the agency’s action and sound science-based facts.

FFI partners with the other major organizations of common conservation philosophy to protect these lands and waters around the world by monitoring and acting upon dozens of conservation decisions that affect us around the world. It is only with your support of FFI that the effectiveness of our conservation work is possible. Your support of FFI is essential; make a difference!

We are working to protect Bristol Bay in Alaska, the Boundary Waters in the Great Lakes area, national parks and monuments from mining interest and more. Fly fishers’ voices would go unheard without your support!

SCHOLARSHIPS

FFI Awarded two scholarships to deserving students in 2018 who are studying in the field of fisheries and their habitats:

» **ANDREW C.** | MICHIGAN STATE UNIVERSITY

Andrew’s current Ph.D. research is motivated by two goals: 1) evaluate effects of climate change in Michigan trout streams to identify strategies to manage these systems for resilience; and 2) examine trout fisheries using a coupled human and natural systems (CHANS) approach to advance trout management and conservation.

» **BRANDON P.** | BRIGHAM YOUNG UNIVERSITY

Brandon’s research is directly related to fishery science and will promote future development in the field. Each of the fish projects he is working on is motivated by conservation concerns and fishery management questions.
LEARNING CENTER

FFI continues the development of the Learning Center (online and in-person). We have developed materials in areas of Fly Casting, Fly Tying, Fly Fishing Skills and Conservation. However, there is so much more to do. The curriculum developed so far is for the beginner fly fisher, so now we are turning our attention to the intermediate and advanced.

“Dutch (the author) has done a great job putting this program together. It was very complete and informative for me as an instructor and allowed me to have the confidence to be better prepared as an instructor. I would highly recommend Dutch’s program as a guide to anyone wishing to instruct any of the many units when learning the many aspects of fly fishing.”

— Barry C., Show Low, AZ

FFI WOMEN CONNECT

A group of dedicated women has created FFI Women Connect—a community of women fly fishers that offers learning opportunities in a safe, non-intimidating environment. FFI Women Connect offers a venue for female fly fishers to confidently develop fly fishing and tying skills while encouraging women to become leaders in FFI clubs and the fly fishing industry.

“As a certified instructor and a guide—I have seen a growth in the industry of more women anglers into the historically male dominated industry and sport. For me FFI Women Connect is the place that allows me to meet and learn from other women anglers via structured programs.”

— Mary Ann D., Sisters, OR

FFI MUSEUM & LEARNING CENTER

FFI’s headquarters serves as the international office and museum, a place where artifacts from our sport are preserved and on display for those who travel through to enjoy and learn about the sport’s history. The museum offers items from the early 19th century, including fly rods, fly wallets, float tubes, reels and creels.

“The FFI Museum is my haven for learning about fly fishing and conservation. I am fascinated with our FFI history which in turn has given me purpose to help manage it for others to learn and enjoy.”

— Sherry S., Sisters, OR
INCREASING OUR FOOTPRINT OF RELEVANCE

Fly Fishers International was established in 1964, and the focus of our founders at that time was to build the organization through increasing membership and encouraging clubs to affiliate with the new organization. This generally has remained our model throughout our 50+ year history.

Society is changing and FFI is now taking a different approach.

Our new approach is building the relevance of FFI within the community of fly fishers and looking at a much broader view of what that means. Membership is still extremely important, but we are also working to deliver our message to a larger audience through Social Media, attending events like the Fly Fishing Shows and working with our partner organizations to make our voice heard on significant issues that impact fly fishing opportunities of our community.

The days of using one channel of communication are gone. We must now reach potential members and supporters in the digital space where they work and play; Facebook, Instagram, LinkedIn as well as traditional forms of e-mail and mail. But it’s really more complex than that...the messages themselves must to be crafted in language and presentation that will resonate with different generational groups within our society; Baby Boomers, Millennials, Gen X and now Gen Z.

We have developed a new membership plan we call the 4R Program under the leadership of the Community Development Committee. The program views how we engage with our membership in a new way as well. Recruit, Reward, Retain and Return are the four elements of the program and specific methods of communication and delivery of value to members have been outlined for each of those areas. Our goal is to implement these initiatives in the fall of 2019.

We are very excited about the future of FFI and our desire to increase our “footprint of relevance” within the fly fishing community. Please join us in these efforts!
Building our community comes in many forms. It is built through membership, social media platforms, attending events and supporting our clubs and councils as they reach out to attract more people into the sport of fly fishing. We are also building our community through partnerships with industry and other groups who have common interest in our issues.

“FFI has played a very important role with The Fly Fishing Show for many years. Their contributions towards operating the Learning Center is vital to opening the eyes of new fly fishers by exposing them to the basics and offering professional instruction within the show. By providing the Learning Center, we are able to better market to new fly fishers and help draw them in the doors.”

— Ben F., The Fly Fishing Show
MEMBERSHIP

Your membership in FFI is extremely important and there are many benefits including Flyfisher magazine, the Learning Center, a 500-page website full of information and resources, informative e-newsletters, a membership card and decals. But, the more important is that you are part of an organization who is working to preserve fly fishing opportunities so you and your grandchildren will always have an opportunity to fly fish. The organization you belong to is working to protect and restore the habitats of fisheries around the world. The organization you belong to has thousands of volunteers sharing their skills with current and future fly fishers so that the sport remains alive. What could be more important than to enjoy what FFI offers and then share what you have received?

FLY FISHING EXPO

FFI has, for 54 years, produced an annual event where fly fishers of all ages and skill levels join to participate in a week-long education event. The event provides a platform where casters, fly tiers, women fly fishers and others share their skills and learn from others.

SOCIAL MEDIA PLATFORMS

They are a very important part of our lives these days. FFI is spreading the word about our sport through social media platforms including Instagram, Facebook and others. We are building our organization’s relevance through these communications tools, reaching the next generation where they connect. FFI’s long-term prospect of remaining a viable and relevant organization is much improved through our use of social media.

SUPPORTING COUNCILS & CLUBS

Councils and clubs are FFI’s regional units of our organization that build communities. They connect to members and partners locally. FFI supports our councils and clubs by providing the administrative services that allows them to focus on building their communities and delivering programs to fly fishers. Programs to assist councils and clubs include discount merchandise program, tax filings, insurance offerings, promotion of their club to members, social media support and more.

FLY FISHING SHOWS

FFI and our members staff the Learning Centers at 7 Fly Fishing Shows across the country each year. This allows us to reach thousands of attendees who are interested in learning more about fly fishing and help preserve fly fishing opportunities.

BUILDING PARTNERSHIPS

Partnerships are built in various ways. FFI has established valuable partnerships that help us provide a stronger voice in important conservation issues, but we have also partnered with industry leaders to bring value to our members, clubs and councils.

INDUSTRY PARTNERS

CONSERVATION PARTNERS

NATIONAL FISH HABITAT PARTNERSHIPS

FFI has established a working relationship with the National Fish Habitat Partners. We are members of several partnerships and in some cases serve on committees of the organization. You can find more information about the NFHP by visiting their website at fishhabitat.org.
OUR IMPACT BY THE NUMBERS

56,390 FOLLOWERS ON SOCIAL MEDIA

17 COUNCILS & 200+ CLUBS IMPACTED

53,380 PEOPLE THROUGH OUR EFFORTS

$356,475 INVESTED IN EDUCATION RESOURCES & OUTREACH

59,074 VOLUNTEER HOURS LOGGED IN 2018

195+ GUIDES AND INDUSTRY PARTNERS

29 LETTERS SIGNED TO PROMOTE FISHERIES & HABITAT PRESERVATION

$86,676 INVESTED IN LOCAL CONSERVATION PROJECTS

4,603 PEOPLE SUPPORTING FFI MISSION THROUGH VOLUNTEERING

127% INCREASE IN INSTAGRAM FOLLOWERS
BOARD OF DIRECTORS

TOM LOGAN*
Chairman of the Board

LEN ZICKLER*
President/CEO†

JIM MAUS*
Treasurer

TILDA EVANS*
Secretary

DUTCH BAUGHMAN*
Education Chair

KEITH GROTY*
Senior Advisor

DAVE PETERSON*
Conservation Chair

JIM SCHRAMM*
Legal Counsel†

BURR TUPPER*
Membership Chair

KUNI MASUDA
International Program Chair

TIM PAPICH
Comm. & Marketing Chair

DAVID PAUL WILLIAMS
Flyfisher Editor-in-Chief

DAVID BOYER
Board Member

BRUCE BROWN
Board Member

DAVID DIAZ
Board Member

GLENN ERIKSON
Board Member

CAROLE KATZ
Board Member, PHWFF Liaison

GEOFF MULLINS
Board Member, TRCP Liaison

DENNIS O’BRIEN
Board Member

JEN RIPPLE
Board Member

RICHARD ROSS
Board Member

*Executive Committee
†Not a Voting Member

KEY VOLUNTEERS

CARL ZARELLI
Casting Board of Governors

JERRY COVIELLO
Fly Tying Board of Governors

TOM GADACZ
Council Presidents Committee Chair

SHERRY STEELE
Museum

MARY ANN DOZER
CHERYL O’NEILL
FFI Women Connect

MOLLY SEMENIK
Learning Center
The financial condition of FFI remains strong and healthy. This is due to continued growth in operating revenues, safe and conservative investment of our assets, modest membership growth, and outstanding management of our expenditures. You will see in our financial statements that we are very well positioned to continue our work in the areas of Conservation, Education and Community, while improving services for our members, clubs, councils and the fly fishing community.

Our operating revenues grew during 2018 by 19%, driven by increases in education and membership. Gift revenue remained stable at the high levels achieved in 2017. Total revenues were down 2% from 2017 due to unrealized investment losses caused by the unfavorable market conditions that occurred in the 4th quarter (note: these market losses have been reversed in the first half of 2019). Management and staff did an outstanding job of managing expenses while maintaining support to our strategic initiatives and programs. We ended the year with a small operating net loss of $4K, and a total net loss of $78K.

The financial statements provided in this report were audited in 2019 by Wipfli LLP. They examined our statements of activities, changes in net assets, functional expenses, cash flows and the related notes to the financial statements. We changed our accounting process to recognize revenue in the year we incur the expense. Revenue was adjusted in the areas of membership, casting and fly tying to accommodate the change and it impacted accounting years of 2016, 2017 and 2018.

These initiatives resulted in Wipfli issuing an opinion that the financial statements of FFI were presented fairly, in all material respects in accordance with Generally Accepted Accounting Principles (GAAP). Receiving this opinion was a major accomplishment for the organization.
## COMBINED STATEMENT OF ACTIVITIES & CHANGE IN NET ASSETS

### SUPPORT & REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Education</td>
<td>30%</td>
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<tr>
<td>Membership</td>
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<td>Membership Services</td>
<td>3%</td>
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<tr>
<td>Gifts</td>
<td>26%</td>
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<td>Merchandise, net</td>
<td>1%</td>
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<tr>
<td>In kind Donation &amp; Non-cash Asset</td>
<td>5%</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td><strong>TOTAL SUPPORT &amp; REVENUE</strong></td>
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<td><strong>$926,233</strong></td>
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### EXPENSES

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<tr>
<th>Source</th>
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<tr>
<td><strong>PROGRAM SERVICES</strong></td>
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</tr>
<tr>
<td>Education</td>
<td>37%</td>
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<tr>
<td>Conservation</td>
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<tr>
<td>Membership</td>
<td>38%</td>
<td>$369,550</td>
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<tr>
<td><strong>SUPPORTING SERVICES</strong></td>
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<tr>
<td>Management &amp; General*</td>
<td>5%</td>
<td>$52,941</td>
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<tr>
<td>Fundraising</td>
<td>13%</td>
<td>$121,358</td>
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<tr>
<td>Interest Expense</td>
<td>5%</td>
<td>$2,324</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
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<td><strong>$969,701</strong></td>
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### OTHER INCOME AND EXPENSES

<table>
<thead>
<tr>
<th>Source</th>
<th></th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Investment Loss (net income &amp; fees)</td>
<td></td>
<td>$(34,705)</td>
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<tr>
<td><strong>TOTAL OTHER INCOME AND EXPENSES</strong></td>
<td></td>
<td>$(34,705)</td>
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### CHANGE IN NET ASSETS

<table>
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<tr>
<th>Source</th>
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</thead>
<tbody>
<tr>
<td><strong>NET ASSETS, BEGINNING OF YEAR</strong></td>
<td>$1,267,002</td>
</tr>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td>$1,188,829</td>
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</table>

*Note: FFI works continuously to minimize our overhead expenditures so that we can allocate more resources toward the causes we're passionate about. Our goal is to remain at less than 20% of funds going toward overhead.*
FLY FISHERS INTERNATIONAL DONORS

We are proud to recognize donors who have donated $500 or more in the past year. These funds help FFI continue our important work in conservation, education and as the voice of all fly fishers. These gifts may be dedicated by the donor to a cause they are passionate about.

GIFT OF $10,000+
- HOWE FOUNDATION

GIFT OF $1,000+
- ROBERT ECK
- ANDREW HAROIAN
- JOHN HERRITT
- HENRY E. HOFFMAN
- EDWARD G. KLAUS
- MACAULEY LORD
- PAUL MOSELEY
- PATAGONIA
- THOMAS PATCH
- LESTER A. ROSENTHAL
- BOB TABBERT
- MICHAEL WEBB

GIFT OF $500+
- JEAN BLACK
- JAMES P. BOURGEOIS
- ROBERT DAVIS
- DOUGLASS EBERHARDT
- LARRY GIBBS
- CAROLE ANNE KATZ
- ROBERT MCCOLLUM
- JOHN L. OLSON & MARILYN J. OLSON FAMILY FOUNDATION
- LYNN RICHARDSON
- ROBERT RITCHIE
- RICK & DIANE RUSS FAMILY FUND OF THE OREGON COMMUNITY FOUNDATION
- BILL & PAMELA STOCK
- WILLIAM SUTTON
- THE NORTH UMPQUA FOUNDATION
- DAVID WAHL
- BRUCE WILLIAMS

PRESIDENT’S CLUB

The Board of Directors established the President’s Club to recognize and encourage major giving through yearly and monthly payment plans. These funds are used to support operations of the organization, providing for a stable, long-term cash flow and may not be further restricted or directed.

PLATINUM $25,000+
- ROBERT “BOB” LONG
- PAUL H. MOSELEY

GOLD $15,000+
- KEITH & MARY GROTY
- JIM & DOROTHY SCHRAMM
- EDWIN R. “BILL” STROH

SILVER $10,000+
- DON BISHOP
- GLENN ERIKSON
- LARRY GIBBS
- GARY GRANT
- GREAT LAKES COUNCIL - FFI

- ROGER & SANDRA MILLER
- SCIENTIFIC ANGLERS
- RICHARD FREDRICK TRISMAN
- LEN & DAVID ZICKLER

BRONZE $5,000+
- DAVID BOYER
- BRUCE & LESLIE BROWN
- RICHARD & MARY BROWN
- RON CORDES
- RICHARD DIAMOND
- LEW & TILDA EVANS
- BUD FRASCA
- PHILIP GREENLEE
- DAVID JAMES
- CARL JOHNSON
- HERB KETTLER

- RON KNIGHT
- DEAN & MARGARET LEWIS
- TOM & PATTI LOGAN
- DOUGLAS W. LOVEL
- ROGER & SANDY MALER
- JIM MAUS
- SHERYL MUSTAIN
- N. CALIFORNIA COUNCIL
- TOM SADLER
- FRED SCHMITZ
- RON WINN
The funds raised by the FFi1K are vital to providing a solid foundation on which to continue to grow and expand our mission, and to support:

- **SPEARHEADING PROJECTS** that improve our fisheries and protect our fishing opportunities
- **THE FFI LEARNING CENTER’S** wealth of fly fishing knowledge and resources
- **CAMARADERIE AMONG ANGLERS** built at our annual fair and other events

Join us in safeguarding the long-term health of fly fishing worldwide by becoming one of the FFi1K.

**FFi1K**

- ALPINE FLY FISHERS CLUB
- ANNA ATKIN
- DUTCH BAUGHMAN
- PAUL BECKMANN
- ROBERT BENCIC
- CLARK-SKAMANIA FLYFISHERS
- CHARLES A. COLLINS
- THOMAS CUNNINGHAM
- ROBERT E. DAVIS, II
- JEFFERY DEAN
- DAVID DRAKE
- LEW & TILDA EVANS
- THOMAS GADACZ
- LARRY GIBBS
- KEITH & MARY GROT
- CHARLES HIGMAN
- PATRICIA M. JANKOWSKI
- STEVE & NANCY JENSEN
- CAROLE ANNE KATZ
- WAYNE KNIGHT
- JOHN R. LEWIS
- TOM & PATTI LOGAN
- PATTY LUEKEN
- MARK MARMON
- DAVID MOORE
- TIMOTHY MYERS
- OVERLOOK FLY FISHING CLUB
- JOHN PAGE
- DAVE PETERSON
- DENNIS PRECOURT
- BRUCE RICHARDS
- RICHARD ROSS
- JIM & DOROTHY SCHRANN
- MOLLY SEMENIK
- PHIL SHOOK
- ROBERT TRITSCH
- JONATHAN WALTER
- BRUCE WILLIAMS
- MICHAEL WILLIS
- LEN & DAWN ZICKLER

**FLYFISHERSINTERNATIONAL.ORG/FFI1K**

**SAFEGUARDING THE LONG-TERM HEALTH OF FLY FISHING AROUND THE WORLD**

**FLYFISHERSINTERNATIONAL.ORG/FFI1K**