



# **POTOMAC APPALACHIAN TRAIL CLUB**

## **A Guide to the Roles and Responsibilities of the Potomac Appalachian Trail Club's Elected Officers, Standing and Special Committee Chairs, Section and Chapter Presidents, Appointed Offices, And Staff**

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# INTRODUCTION

## Purpose

**Definitions.** First and foremost, this Guide defines the area and scope of responsibility for each elected Officer, Standing Committee Chair, Special Committee Chair, Appointed Officer, and Potomac Appalachian Trail Club (hereafter referred to as the Club) staff member and outlines the major duties of each position. However, these job descriptions are to be considered guidelines only. The Club has always been a strong volunteer organization, and these descriptions have grown out of a division of responsibility that has evolved over the years. These activities, while seemingly separate, are intertwined, and the organization of the Club reflects this dichotomy.

**Scope.** This Guide is a valuable resource in understanding the scope of the Club's responsibilities as a trail maintenance organization and a nonprofit membership association. As of this guide's current edition approval, the Club has approximately 7,700 members with programs in trail maintenance, protection of the corridor surrounding the Appalachian Trail, shelter building and maintenance, cabin construction, rental and maintenance, day hikes, special interest groups, regional chapters, and extended excursions. These activities, while seemingly separate, are intertwined. Projects often require the support of numerous staff members, officers, Chairs, and the help of many volunteers willing to work in the field. Moreover, whenever possible, these activities should be advertised to the membership through all available communications tools. Add to this all the business and financial activities related to running an enterprise of our size and you have a highly developed and complex organization to manage. This Guide is intended to explain our operational structure, so that activities can be understood both as individual units and for their contribution to the whole organization.

**Understanding.** The Guide is meant as a primer for those members wanting to know more about our internal structure and operations, especially those members who have accepted or are considering accepting a nomination to become an officer of the Club or an appointment to one of the many chair/leadership positions.

**Updates.** The Guide has been updated to reflect changes approved through May 2025, including the most up-to-date structuring of Council; clarification of the roles of Council and the Executive Committee (hereinafter called ExCom); and changes with respect to individual elected Officers, Standing Committee chairs, Special Committee chairs, and Appointed Officers (both on Council and not on Council); and recertification requirements for all Chapters and Sections.

**Constitution and Bylaws.** Nothing in this document may supersede any information or policies that are laid out in the Club's official Constitution or Bylaws.

## Governing Principles

**Peer Leadership.** Council re-affirms that the Elected Officers, who are the voting members of ExCom, are peers. They do not "report" to one another in a hierarchical sense. They are neither subordinate to, nor supervise, one another.

**Collaboration.** Elected Officials cannot act alone; they must work together as ExCom or Council to act. Thus, Elected Officials must coordinate, cooperate, and collaborate as they cannot direct.

This is a collegial model and needs to have strong lines of internal communication to function well. Thus, the Club organization relies on shared responsibility rather than centers of authority. Within their areas of shared responsibility, no Elected Official is superior to another. If they have differences of opinion that they cannot resolve on their own, they need ExCom or Council to decide the issue.

**Organizational Chart.** The Club organizational chart does not denote a "chain of command" or formal reporting structure. For ExCom, this chart delineates which positions are expected to coordinate and collaborate on a regular basis and where shared responsibility lies. For other members of Council, including all Appointed Officers and Special Committee Chairs, the chart provides a designated member of ExCom as their "line of communication". Each Council

member, and all Special Committee members and Appointed Officers who are not on Council, should have a line of communication with a specific member of ExCom to ensure two-way communication with ExCom.

**Chapters, Sections, Chairs, and Appointed Officers.** Chapters and Sections are independent of other positions and, since they are independently elected, they are not subordinate to other Council members. They "report" to Council. For Standing Committee Chairs and Appointed Officers, the answer depends on the nature of their appointment and would be documented elsewhere, such as in a committee charter. Since they are appointed/approved by ExCom, in the absence of more specific guidance, they "report" to ExCom.

**Below is the full and official list of ExCom and Council Officers:**

<b>ExCom</b>	<b><u>Council</u></b>	<b><u>Standing Committee Chairs</u></b>
<ul style="list-style-type: none"> <li>• President</li> <li>• Vice President of Operations</li> <li>• Vice President of Volunteerism</li> <li>• Secretary</li> <li>• Treasurer</li> <li>• Supervisor of Communications</li> <li>• Supervisor of Facilities</li> <li>• Supervisor of Lands</li> <li>• Supervisor of Marketing</li> <li>• Supervisor of Membership</li> <li>• Supervisor of Outreach</li> <li>• Supervisor of Trails</li>   <li>• General Counsel (non-voting)</li> <li>• Staff Director (non-voting)</li> </ul>	<ul style="list-style-type: none"> <li>• All members of ExCom</li> <li>• Immediate Past President</li>   <li><u>Chapter (Presidents)</u></li> <li>• Blue Ridge</li> <li>• Charlottesville</li> <li>• North</li> <li>• Southern Shenandoah Valley</li>   <li><u>Special Interest Section (Presidents)</u></li> <li>• Mountaineering</li> <li>• Ski Touring</li>   <li><u>Appointed Officials</u></li> <li>• ATC Mid-Atlantic Regional Partnership Representative (MARO)</li> <li>• Central and Southwest Virginia Regional Partnership Rep (VARO)</li> <li>• Maryland AT Management Committee Rep</li> </ul>	<ul style="list-style-type: none"> <li>• Cabins Operations</li> <li>• Conservation</li> <li>• Hikes</li> <li>• Shelters</li> <li>• Trail Patrol</li> </ul>

## **General PATC Leadership Duties**

Each elected Officer, Standing Committee Chair, Special Committee Chair, Appointed Officer (whether they have a seat on Council or not) and Section/Chapter President, shall fulfill their responsibilities to the Club, which includes:

### **Governance**

1. Be informed of the roles and responsibilities outlined in this document, and familiar with the Constitution and Bylaws of the Club.
2. Perform all duties and functions assigned to their elected or appointed position by the Constitution and Bylaws, or by the Council.
3. Advise Council periodically of all significant events or developments in their respective programs.
4. Help guide the Club's affairs by attending and participating in the discussions and decisions in Council meetings. (Note: When a member will be absent from Council meetings, a non-voting substitute or pre-authorized voting deputy may and should represent the absent member.)
5. Endeavor to organize and harmonize specific activities with associated activities of other officers, Chairs, and committee members, and refer to higher officers or the Council for matters which cannot be resolved otherwise.
6. Actively encourage and cultivate future leaders of the organization.
7. Make no public statements that may be taken as representing settled Club policy, without prior approval of the President and/or Council.

### **Fiduciary**

1. Submit justification for and an estimate of anticipated expenditures and receipts for the following year for incorporation in the Club's budget in accordance with the Finance Chair's annual budget preparation.
2. Remain fully informed about the current state and forecast of any specific budget areas that apply to their position, as well as readily familiar with the comprehensive Club budget and any provided forecasts.
3. Actively participate in a thorough review, discussion, and approval process for the annual budget and any subsequent adjustments submitted by the Finance Committee.
4. Responsibly incur expenditures or obligate the Club as authorized by the budget or by Council action and certify vouchers for such expenditures to the Treasurer for payment.
5. Review and actively manage all revenue and expense line items for which they are assigned as the budget manager.

### **Represent/Report**

1. Provide an Annual Report, and if a committee Chair, a list of members active on that Committee.
2. Write or solicit content, articles and other informational materials for the Club's website and other communication tools to publicize activities and accomplishments.
3. Should attend and participate in events and activities sponsored by the Club.

# EXECUTIVE COMMITTEE (ExCom)

## Administration

### President

1. Remains well informed and familiar with the history, development, and policies of the Club, and all phases of its operation.
2. Develops policies and guides activities in accordance with the Club's Constitution and the advice of the Council.
3. Prepares agenda for and presides at meetings of the Council, Executive Committee, and all other regular and special meetings.
4. Supervises the Staff Director.
5. Represents the Club in matters involving our trail partners, e.g., the Appalachian Trail Conservancy (ATC), Shenandoah National Park (SNP), and George Washington and Jefferson National Forest (GWNF), and on other suitable occasions. Appoints representatives for meetings the President cannot attend.
6. Appoints committee Chairs, with Executive Committee approval.
7. Removes any Committee Chair or Appointed Officer whose removal is in the best interest of the Club.
8. Appoints additional officers and special committees for the efficient administration of Club affairs.
9. Calls special meetings of the Council and of the Club that are considered essential.
10. Serves as an *ex officio* member of all committees (except Elections and Nominating Committees). May attend their meetings, enter into discussions, and make suggestions, but may not vote. This responsibility may be delegated to the Vice Presidents or other suitable officers, as necessary.
11. Advises all officers and committee Chairs in performing their duties, to ensure that Council members and committee chairs follow policies and procedures for conducting Club business, including ATC and government partner's policies.
12. Assists Chairs in coordinating their work with others when conflicts of jurisdiction arise.
13. Supports the work of the Treasurer and budget managers, as appropriate, in developing an annual budget. Nominates members of the Endowment Committee to be approved by the Council. Represents the interest of Council and Club programs to the Club Endowment Committee by participating as a voting member.
14. Proposes amendments and revisions to this Guide, as necessary and subject to the approval of Council.
15. Reports to the Club membership at the Annual Meeting and through regular columns in the Potomac Appalachian newsletter.

### Vice President of Operations

1. Remains well informed and familiar with the history, development, and policies of the Club, and all phases of its operation.
2. Consults with, advises, and assists the President in carrying out the President's duties.
3. Presides, as directed by the President, at ExCom, Council, and other Club meetings in the absence of the President and represent the President, when appropriate.
4. Acts as *ex officio* member of committees in place of the President when so delegated and keeps the President informed of all matters about which the President should know.
5. Assists supervisors and Chairs under their jurisdiction in coordinating their work with others and in resolving conflicts of jurisdiction.
6. Works with committee chairs, as appropriate, in developing an annual budget and ensures that Club money is managed properly throughout the budget year.
7. Coordinates closely with the Supervisor of Trails, the Supervisor of Lands, and the Supervisor of Facilities to ensure that Council goals are met, and tasks and obligations required of the Club are fulfilled.
8. Oversees inventory procedures of Club owned tools and equipment.

This position serves as the right hand of the President in all matters relating to carrying out policies and programs concerning trails, lands and facilities of the Club. They must have a detailed knowledge of the Club's relationships with governmental and private partners.

They review Club operations, practices, procedures and policies related to all programmatic aspects of the Club and work with staff and volunteer program managers to ensure that Club operations are handled efficiently and effectively.

### **Vice President of Volunteerism**

1. Remains well informed and familiar with the history, development, and policies of the Club, and all phases of its operation.
2. Consults with, advises, and assists the President in carrying out the President's duties.
3. Presides as directed by the President at ExCom, Council, and other Club meetings in the absence of the President and represents the President when appropriate.
4. Acts as *ex officio* member of committees in place of the President when so delegated and keeps the President informed of all matters about which the President should know.
5. Assists supervisors and Chairs under their jurisdiction in coordinating their work with others and in resolving conflicts of jurisdiction.
6. Coordinates closely with the Supervisor of Membership, the Supervisor of Marketing, the Supervisor of Communications, and the Supervisor of Outreach.
7. Works with committee chairs, as appropriate, in developing an annual budget and ensures that Club moneys are managed properly throughout the budget year.
8. Directs the implementation of volunteer staffing programs within the Club Headquarters.
9. Tracks procedures developed in coordination with relevant committee chairs to ensure that volunteer opportunities and programs are shared effectively among Club members and the public.
10. Seeks out or creates suitable venues and means to recognize and reward successful volunteer participation.
11. Plans and implements the Club's overall strategy and specific programs to attract and retain volunteers.
12. Directs programs developed to improve the status of volunteer activities by coordinating with the Supervisor of Membership, Supervisor of Outreach, the sections and chapters, Hikes Committee, Trail Talkers and the Trail Patrol to ensure that Council goals are met and tasks and obligations required of the Club are fulfilled.
13. Develops and oversees awards program for club volunteers and others who support the Club.

*NOTE: The duties and responsibilities of the two Vice Presidents, other than as delineated above, are similar, except in the matter of presiding at meetings or in succeeding to the Presidency on the President's death or resignation. In these cases, the Vice President for Operations shall take precedence over the Vice President for Volunteerism when both are available.*

### **Treasurer**

1. Oversees the Club's financial management to ensure the Council's goals are met and make sure finance tasks and obligations are fulfilled.
2. Chairs the Finance Committee, coordinating their work and resolving conflicts of jurisdiction with other committees, officers, appointed officials, or staff. The Finance Committee assists the Treasurer in developing financial goals, internal controls related to the financial administration of the Club, and other procedures necessary to ensure the careful use and conservation of financial resources.
3. Manages the development of the Club's annual budget and budget adjustments during the fiscal year.
4. Directs the oversight of all moneys in the treasury and determines where to deposit or invest those funds.
5. Oversees payment of authorized disbursements.
6. Provides (a) technical directions to the paid staff who handle the daily financial affairs of the Club, and (b) performance evaluation input on this staff position to the Staff Director.
7. Identifies and contracts for external accounting or financial services, as needed, and supervises those services during the contract period of performance.
8. Oversees maintenance of an accurate record of all receipts and disbursements and reports on them regularly to the Council and makes financial records available for inspection at any time at the direction of the Council.
9. Reports on the budget and financial position of the Club to the Council at its regular meetings.

10. Reports to the Club members on the financial state of the Club for the preceding fiscal year at the Annual Meeting.
11. Oversees compliance with federal, state, and local regulations affecting the Club's finances and authorization to operate, preparation of required reports to federal, state, and local entities on income and expenditures, sums withheld from wages of paid employees for Social Security and income taxes, and the basis for payment of unemployment compensation.
12. Arranges external audits of the financial records to ensure consistency with Generally Accepted Accounting Principles (GAAP). Oversees the periodic rebidding and award of the Club's audit firm.
13. Identifies financial risks to the Club and recommends to Council actions to mitigate those risks.
14. Ensures the Club conducts an annual inventory of sales products.
15. Serves as a voting member on both the Endowment Committee and the Fundraising Committee.

## **Secretary**

1. Record and maintain the official minutes at meetings of ExCom and Council, for the purpose of compliance with the Constitution and Bylaws at these meetings, and to promote understanding of the work of club management by club members and, where appropriate, the public.
2. Assist in scheduling, planning, and publicizing ExCom and Council meetings, as requested.
3. Manage the receipt, retention, and appropriate availability of documents relating to ExCom and Council meetings.
4. Seeks and records the approval of minutes and other documents.
5. Makes minutes and meeting-related documents available to all members, in accordance with club policy, on the Club website.
6. Coordinate and oversee any electronic votes of Council, per the procedures outlined in the bylaws.
7. Maintain the Club's permanent files of minutes and other meeting-related documents.
8. Make a report for the *Potomac Appalachian* which complies with Section 6 of the Club's bylaws, which states: "Council meeting minutes, policies and other documents approved by Council shall be provided to the membership in a summary in the Potomac Appalachian, and in full text with attachments in the Club library."
9. Oversees the maintenance and security of all official club correspondence and records, including the Constitution and the Bylaws.
10. Oversees the positions of Archivist and Librarian.

## **Operations**

### **Supervisor of Trails**

1. Manages the maintenance of the Club trails and the establishment of new trails upon consent of Council.
2. Staffs and leads the Trail Leadership, i.e. District Managers and Trail Crews Chiefs, ensuring that all stakeholders adhere to all appropriate and necessary safety procedures.
3. Appoints district trails managers who oversee the maintenance of certain geographic sections of trails. Removes district trails managers and trail maintainers for non-performance or other just cause.
4. Oversees formal annual trail crews co-sponsored under cooperative agreements with the U.S. Forest Service for the George Washington and Jefferson National Forests, and the National Park Service for the sixteen Parks the Club partners with and other State and Local entities.
5. Establishes and enforces maintenance standards for the trails managed by the Club, in accordance with the current trail maintenance standards set forth by the Appalachian Trail Conservancy, and USDA Trail Construction and Maintenance Notebook, Revised.
6. Ensures district trail managers, trail maintainers, and work crew leaders submit trail work reports and all required reports to the responsible government agency partners are submitted.
7. Provides: (a) technical direction to the paid staff who manage the day-to-day oversight of the Club's trails program, and (b) performance evaluation input for this staff position to the Staff Director.
8. Ensures that all proposed major trail work is properly staffed, coordinated, and executed. Coordinates with the federal, state, local agency partners, and private landowners, where appropriate.
9. Ensures the Club prepares, issues, and updates a Local Management Plan for the Appalachian Trail in accordance with guidelines from the ATPO and the ATC.
10. Participates as a voting member of the Trail Lands Acquisition Committee.
11. Assigns sections of the Appalachian Trail in Maryland to the Mountain Club of Maryland for trail maintenance and participates fully in the deliberations and decisions of the Maryland Appalachian Trail Management Committee.
12. Responsible for the MOUs/joint agreements are up to date with all participating Land Partners.

### **Supervisor of Lands**

1. Coordinates the development of policy and the planning, acquisition, management, and disposal of Club tracts and easements, serves on and works with the land acquisition and management committees to ensure the execution of Council policies, and the resolution of conflicts of jurisdiction.
2. Ensures that land records are properly administered. Land records include deed documentation, plat(s) or map(s) to identify property location, and records of Council decisions on land acquisition or sale.
3. In coordination with the Treasurer, ensures that appropriate fiscal management is practiced.
4. Contacts landowners as needed and promotes good landowner relations.
5. Provides: (a) policy direction to the paid staff who manage the day-to-day oversight of lands and easements, and (b) performance evaluation input on these staff positions to the Staff Director.

### **Supervisor of Facilities**

1. Coordinates the development of goals, policy, and the planning, construction, renovation, maintenance, and disposal of all Club owned or managed facilities, working with the Blackburn Trail Center, Cabin Operations, Cabins Construction, Shelters, Headquarters, and Facility committees to ensure execution of Council policies, and the resolution of conflicts of jurisdiction.
2. Oversees the Headquarters Committee that maintains the headquarters facility.
3. Chairs the Facilities Committee responsible for recommending to Council the allocation of funds for specific headquarters, cabin and shelter, and work hut construction and repair projects from the Shelters, Cabins, and Cabins Land and the Headquarters Repair/Renovation funds. Participates as a voting member of the Trail Lands Acquisition Committee.
4. In coordination with the Treasurer, ensures that appropriate fiscal management is practiced.

5. Provides: (a) policy direction to the paid staff who manage the day-to-day oversight of facilities; and (b) performance evaluation input on these staff positions to the Staff Director.

## Volunteerism

### **Supervisor of Membership**

1. Provides monthly & annual status reports of all Club memberships to Council.
2. Leads efforts to retain existing members and recruit new members. Orients new members and facilitates matching them with appropriate club leaders.
3. Represents Chapters and Sections at Executive Committee meetings.
4. Plans and implements the Club's Annual Meeting.
5. Chairs a Membership Committee, (if such a committee is desired by the Supervisor) to address membership matters in accordance with Council goals.
6. Provides: (a) policy direction to staff who keep the membership database current handling all applications and dues payment records for new memberships, renewals, reinstatements, and revisions to include members who resign, die, or are delinquent in paying dues; and (b) performance evaluation input for applicable staff as requested by the Staff Director.
7. Recommends to Council membership considerations.

### **Supervisor of Outreach**

1. Plans and supervises the Club community outreach efforts with community agencies and organizations.
2. Maintains Trail Talker volunteer database who attend community events to solicit new Club members and volunteers.
3. Analyzes the results of outreach efforts, provides feedback on what worked and what didn't and maintains a database of recurring events, contacts and related outreach event information.
4. Works with the Supervisor of Communications and the editor of the *Potomac Appalachian Newsletter* to ensure appropriate publicity of the Club outreach activities.
5. Provides advice to the Staff Director regarding the performance of staff employees in their area of responsibility.
6. Maintains and upgrades display and information materials used at community outreach events.
7. Prepares display materials for scheduled community outreach events.
8. Searches out new community outreach opportunities.
9. Works with Chapters, Sections, AT Communities, and other groups within the Club in providing the Club informational materials for outreach events taking place in their areas.
10. Acts as liaison with outdoor recreation, conservation, and community groups, as well as business organizations, to develop and implement mutually beneficial community outreach events that promote the mission and vision of the Club and foster participation in the work and leadership of the Club.
11. Pursues expanding the Club's reach through partnerships with student outdoor education and conservation groups at local colleges and universities in order to broaden the Club's outreach initiatives and solicit new members from the varied demographics on those campuses.

### **Supervisor of Communications**

1. Provides leadership and policy direction for the Club's various communication tools and platforms, including, but not limited to: *The Potomac Appalachian*, the Club website, the Club mass email communications, other collateral materials, etc.
2. Ensures that the Club has a standardized communications theme and strategy, ensuring that a consistent message emerges for Club members and the general public.
3. Coordinates materials that appear in the public domain, including the membership brochure and other printed materials that have the Club logo.
4. Provides advice to the Staff Director regarding the performance of staff employees in their area of responsibility.

## **Supervisor of Marketing**

1. Promotes and oversees the sale, selection, and pricing of Club store merchandise including maps, guidebooks, guides and apparel.
2. Collaborates with appropriate club groups and members to plan inventory as well as execute on the annual revenue sales budget.
3. Develops Club marketing and communications strategies, along with the Supervisor of Communications, to implement strategies to support Club revenue goals.
4. Develops, oversees, executes and measures sales and marketing annual budgets.
5. Recommends changes in procedures that can increase the efficiency of Club sales and marketing operations.
6. Chairs the Sales and Marketing Committee.
7. Coordinates and leads the annual inventory of the sales products. This inventory will be conducted in coordination with the Treasurer and the annual audit process.
8. Monitors the accounting records for sales and marketing activity to ensure accuracy of Club's records and that proper management controls are in place, in coordination with the Treasurer.
9. Explores new marketing opportunities including store, membership, volunteerism, donations and cabins which could provide additional club revenue.
10. Manages the development and implementation of marketing products.
11. Provides staff input to the Staff Director regarding performance of the employees the support marketing and store activities.

# COUNCIL

## Overview

The elected and appointed individuals seated on Council serve as the Club's official Board of Directors. As such, they collectively hold the greatest and final authority over administrative, financial, and operational decisions for the Club.

It is therefore important to undergo regular reflection and consideration of the composition of the Club's committees and of which committees and appointed officers are most appropriate and necessary to serve on Council, as well as to review the status of the Club's Chapters and Sections. The Club has established, therefore, a biannual review process of Committees, Appointed Officers, Chapters, and Sections. ExCom shall complete this review at the beginning of the second year of their term of office.

**Review.** ExCom will review the list of Standing and Special Committees, Appointed Officers, Chapters, and Sections. The Secretary will report to Council the results of the ExCom review, including whether Committees, Chapters, and Sections are compliant with the criteria established for their continued operation or whether for these or other reasons there are any changes recommended in the number or type of Committees, Appointed Officers, Chapters, or Sections.

**Approve.** Council will vote to approve any changes in Committees or Appointed Officer positions sitting on Council, or on any changes to Chapters or Sections. Any Committees, Appointed Officials, Chapters, or Sections not included on the list approved by Council shall cease to exist immediately, unless otherwise provided in the resolution Council approves.

**Amend.** Any proposed changes to Committee chairs or to Appointed Officers shall follow the normal constitutional process for appointment and removal of incumbents to these positions and the Secretary will submit to Council the list of committee chairs and appointed officers including those vacancies remaining to be filled.

*Nothing in this policy shall be construed to modify the authorities vested in Council, ExCom and the President by the Constitution and Bylaws regarding changes to committees, committee chairs, appointed officers, or chapters and sections.*

## **Appointed Officers**

Club interests are represented by several Appointed Officers who serve on external committees that promote the broader mission of the Club. These external entities do important work to preserve and protect trails in the Mid-Atlantic region. Council determined that the following Appointed Officers should have a vote on Council in order to adequately represent the Club's interest to an important external entity:

- (1) AT Mid-Atlantic Regional Partnership Representative (MARO)
- (2) AT Virginia Regional Partnership Representative (VARO)
- (3) Maryland AT Management Committee Representative

### **Appalachian Trail Mid-Atlantic Regional Partnership Representative**

*Note: ExCom POC is the VP for Operations*

1. Represents the Club interests in meetings with ATC and related partners.
2. Informs Council on matters being addressed by the committee.
3. Coordinates with the president and other pertinent Club officers on proposed ATC policies and guidance that would apply to the mid-Atlantic region or to the AT as a whole. Conveys the Club comments and recommendation and positions to the committee.

### **Appalachian Trail Virginia Regional Partnership Representative**

*Note: ExCom POC is the VP for Operations*

4. Represents the Club interests in meetings with ATC and related partners.
5. Informs Council on matters being addressed by the committee.
6. Coordinates with the president and other pertinent Club officers on proposed ATC policies and guidance that would apply to the mid-Atlantic region or to the AT as a whole. Conveys the Club comments and recommendation and positions to the committee.

### **Maryland Appalachian Trail Management Committee Representative**

*Note: ExCom POC is the Supervisor of Trails*

1. Represents the Club and its interests to this external committee, which discusses trail policies and problems in the State of Maryland and has representatives from trail maintaining Clubs, the ATC, and various government partners.
2. Prepares the agenda and chairs committee meetings.
3. Reports on the activities of the committee to the Club officers and council.
4. Acts as liaison to trail partners, e.g., State of Maryland Department of Natural Resources, ATC, ATPO, etc., in matters concerning the A.T. in Maryland.

## Standing Committees/Chairs

### **Definitions and Requirements**

All Chairs, with the exceptions of Endowment, Elections, and Membership Review may appoint the committee members. Standing committee Chairs are urged to select Club members who are either new to the Club or who are not currently working in the Club activities.

Committee members should be reviewed annually to remove those no longer able to assist actively from the committee. Chairs are encouraged to appoint vice Chairs to assist in committee operations and to substitute for them on occasion. Chairs should also consider establishing sub-committees to handle particular aspects of the committee's operations, when appropriate.

Much of the valuable work of the Club is done through committees. We have two types of committees: Standing and Special. Both are important for the Club to provide services to conduct the Club's business and serve our members. The only formal distinction between a Standing Committee and a Special Committee is whether the chair of the committee holds a seat on Council. Council seats are reserved for Standing Committee Chairs only.

It is important that we have on Council only those committees required for carrying out the work of Council. To help decide which committees Council should designate as Standing Committees, Council adopted the following criteria:

- the committee should have a significant number of volunteers working for it,
- the committee should be responsible for a significant part of the budget, and/or
- the committee should be responsible for the development and implementation of broad policy issues affecting large numbers of members.

Every Standing Committee must have at least three members.

The procedures for establishing committees/appointing officers and certifying them every two years should be the same regardless of whether or not they are Standing Committees on Council. Documentation of the establishment of Committees and their assigned duties can often be hard to locate and can require tedious review of monthly meeting minutes. A recurring process of re-establishment ensures that all relevant information about the establishment and composition of Committees is never more than two years old. Thus, all existing Committees, including Standing Committees, should be reestablished to coincide with the biannual change in ExCom following elections.

### **Cabin Operations Committee (& Chair)**

*Note: ExCom POC is the Supervisor of Facilities*

1. Manages the equipping, maintenance, and repair of cabins, which are owned, leased, or operated by the Club, and keeps adequate records of all related activities and property. In coordination with the Supervisor of Facilities, makes all necessary arrangements and contracts related to the cabins, as authorized by the Council.
2. Appoints maintainers for individual cabins and may remove them for cause.
3. Purchases and maintains an adequate stock of equipment, tools, and supplies for cabin maintenance and repair.
4. Recruits volunteers and work trip leaders to assist maintainers with special maintenance needs.
5. In accordance with the Tool Management Plan, acquires and maintains some Club tools for Committee use.
6. The Chair will participate as a voting member of the Facilities Committee.

### **Conservation Committee (& Chair)**

*Note: ExCom POC is the VP for Operations*

**Scope:** *Is concerned with Club objectives as described in Article I of the Club Constitution pertaining to preservation, conservation, scenery, forestry, and wildlife on and near footpaths.*

1. Informs and educates members and Council of opportunities to assist the hiking and backpacking way-of-life.
2. Develops opportunities to support the Club's conservation objectives and informs and assists members and Council to achieve these objectives.
3. Informs members and Council of threats to trails and trail lands or ideas, actions, or events that endanger Club goals.
4. Identifies and gets to know those individuals and representatives whose influence can be used to promote Club conservation interests. This includes national and local political figures and state and federal agency representatives.
5. Explores opportunities at the federal, state and local level to further Club conservation objectives and goals.
6. Encourages good stewardship of the Club owned lands.

### **Hikes Committee (& Chair)**

*Note: ExCom POC is the Supervisor of Outreach*

1. Sets Club policy for the hiking program, which includes day hikes, overnight backpacks, and extended excursions (see #5 below).
2. Publishes rules for all hikes and excursions sponsored by the Club and its chapters. Sets qualifications for hike leaders, and rules on the certification of individual hike leaders.
3. Provides instruction in hiking and trip safety for hike leaders.
4. Maintains general cognizance of the hiking program and coordinates the schedule for all Club hikes.
5. Submit a comprehensive budget of all anticipated revenues and expenses for Hikes activities as a part of the annual budget creation process and participate in all necessary budget review and approval processes, as necessary.
6. Supervises the Club's excursions program and sets excursions rules. Excursions are defined as any official Club trips of more than three days outside the areas of the Club trail maintenance responsibility. The Hikes Committee Chair will approve all excursions.

### **Shelters Committee (& Chair)**

*Note: ExCom POC is the Supervisor of Facilities*

1. Plans and supervises shelter construction and maintenance work-trips. This includes setting work goals for trips, acquiring tools and materials, assembling work teams and reinforcing attendance at future trips coordinating meals, designating meeting places, coordinating work at the site, ensuring safety and good welfare at the site, and keeping records of expenses and work hours.
2. Coordinates maintenance work-trips with maintainers.
3. In coordination with the Supervisor of Facilities, plans for new shelters or removal or relocation of existing shelters.
4. In accordance with the Tool Management Plan, acquires and maintains some Club tools for Committee use.
5. Participates as a voting member of the Facilities Committee.
6. Submit a comprehensive budget of all anticipated revenues and expenses for Shelter activities as a part of the annual budget creation process and participate in all necessary budget review and approval processes, as necessary.

*Note: ExCom POC is the Supervisor of Lands*

### **Trail Patrol Committee (& Chair)**

*Note: ExCom POC is the Supervisor of Outreach*

1. Recruits, trains, organizes and leads Trail Patrol volunteers.
2. Establishes and publishes training and operational guidelines in cooperation with other Club officers, staff members, and responsible governmental authorities.
3. Oversees day-to-day operations of the Trail Patrol and ensures its operational responsiveness to current situations.
4. Meets periodically and cooperates with responsible governmental authorities to exchange information and recommendations regarding the effectiveness of the Trail Patrol in their areas of responsibility and seeks ways to better address problems or newly emerging situations of mutual concern.
5. Appoints and oversees the Ridge Runner Coordinator, who serves as the principal Club officer responsible for operations of the ATC Ridge Runner program within the Club's areas of responsibility.
6. Coordinates recruitment and training of Ridge Runner personnel with the Ridge Runner Coordinator. With the assistance of the Ridgerunner Coordinator, formulates and recommends personnel standards and operational requirements for Ridgerunner personnel.
7. Submit a comprehensive budget of all anticipated revenues and expenses for Trail Patrol activities as a part of the annual budget creation process and participate in all necessary budget review and approval processes, as necessary.
8. Ensures that all Trail Patrol and Ridge Runner personnel understand and maintain the spirit and letter of established Club policies and the rules and regulations of each governmental authority within their area of operation.

## **Special Interest Sections & Chapters**

Chapters and Sections have a seat on Council. Council reviews the status of Chapters and Sections at least every other year. Expanded definitions of the chapters and sections will be amended to this Guide at a later date, pending the completion of the ongoing and comprehensive recertification process.

### **Sections**

#### **Mountaineering Section (& President)**

*Note: ExCom POC is the Supervisor of Membership*

#### **Ski Touring Section (& President)**

*Note: ExCom POC is the Supervisor of Membership*

### **Chapters**

*Note: ExCom POC is the Supervisor of Membership*

#### **Blue Ridge Chapter**

The Blue Ridge Chapter primarily serves members in the northern Virginia and eastern West Virginia Panhandle geographical region. The Chapter capitalizes on opportunities to partner with the designated AT Communities of Front Royal (VA), Berryville (VA), Bolivar/Harpers Ferry (WV), and Round Hill (VA), Bluemont (VA) and Hillsboro (VA) that fall in and around this region.

#### **Charlottesville Chapter**

The Charlottesville Chapter primarily serves those living in the Charlottesville area and is responsible for the southernmost portion of the Club territory — the Appalachian Trail and side-trails from Rockfish Gap to McCormick Gap. The group frequently hosts hikes along Skyline Drive, George Washington National Forest, the Blue Ridge Parkway, or in other regional areas.

#### **North Chapter**

The Norther Chapter primarily serves those living in Maryland or Pennsylvania & is responsible for the northernmost portion of the Club territory, including the Appalachian Trail and side-trails from Harper's Ferry thru Maryland to Pine Grove Furnace in Central Pennsylvania, as well as the Tuscarora Trail.

#### **Southern Shenandoah Valley Chapter**

The Southern Shenandoah Valley Chapter primarily serves those living in the Harrisonburg-Staunton-Waynesboro area of Virginia and is responsible for the Appalachian Trail in the southern section of Shenandoah National Park as well as trails in the George Washington National Forest.

# SPECIAL COMMITTEES AND OFFICES (Non-Council)

The procedures for establishing committees/appointing officers and certifying them every two years should be the same regardless of whether or not they are Standing Committees on Council. Documentation of the establishment of Committees and their assigned duties should be easy to locate and not require tedious review of monthly meeting minutes. A recurring process of re-establishment ensures that all relevant information about the establishment and composition of Committees is never more than two years old. Thus, all existing Committees should be reestablished coincident with the biannual change in ExCom following elections.

## Appointed Offices

*Note: ExCom POC is the Secretary*

### **Archivist**

1. Maintains records and memorabilia, both physical and digital, of permanent historical value for the Club, obtaining them from officers and Chairs as they become inactive or from other sources.
2. Maintains files and scrapbooks of publicity and news about the Appalachian Trail and of the foot trails within the Club's area of responsibility, and of Club activities.
3. Receives annually from Club officer's records from the previous year.
4. Ensures the preservation of the archives, including binding when necessary.
5. Submits a comprehensive budget of all anticipated revenues and expenses for archive purposes as a part of the annual budget creation process and participates in all necessary budget review and approval processes, as necessary.
6. Manages the archives budget and acquires necessary materials and equipment to properly store the archives.
7. Assists members of the Club and others in finding information in the archives.
8. Recruits and trains archival assistants.

### **General Counsel**

*Note: ExCom POC is the President*

1. Reviews contracts and motions for legal consequences. Assists the Club in abiding by all local land use regulations regarding its real estate and land holdings.
2. Provides legal affairs assistance to the Club in purchasing and selling real property.
3. Provides legal guidance and support to the Trail Lands Acquisition Committee in obtaining scenic easements from landowners owning property near the Appalachian Trail and other the Club owned trails and properties and in investigating proposed new land acquisitions using the Club funds.
4. Serves, along with the Supervisor of Trails and the Supervisor of Lands as primary contacts with federal, state, and local authorities involving acquisition of fee simple and easement interest property rights over the Club lands, memoranda of understanding or other agreements between the Club and government agencies, and any governmental issues which may arise.
5. Provides general legal affairs advice as it pertains to Club affairs to the President, Officers, Council and Standing Committees on an as needed basis.
6. Serves as primary the Club contact in dealing with outside retained counsel.
7. Maintains a roster of legally trained Club members to constitute ad hoc legal sub-committees for special projects, as necessary.

*NOTE: The General Counsel will not have a seat on Council (and a vote) as that could complicate the General Counsel's ability to provide legal advice to all members of Council regarding matters that are brought to a vote.*

## **Librarian**

*Note: ExCom POC is the Secretary*

1. Selects, catalogs, and maintains materials, both physical and digital, relating to the Appalachian Trail, other foot trails, hiking, mountaineering, wilderness, nature study, outdoor recreation in natural settings, and related subjects. This includes purchases, gifts, and exchanges with other Clubs. It also includes binding and preservation of material for the library and, if requested, for the Archives as well.
2. Maintains an inventory (shelf list) of all library holdings.
3. Encourages the Club members to use the library and keeps records of use.
4. Manages the library budget, which includes the purchase of new materials.
5. Recruits and trains library assistants.
6. Maintains and revises, when necessary, the policies and procedures for library use.

## **Natural Resource Advisor**

*Note: ExCom POC is the Vice President of Operations*

1. Provides scientific advice to the Club, promoting 'good science' in all the Club's activities.
2. Provides advice to the Supervisor of Land Management concerning best practices on the Club lands, including (but not limited to) timbering and hunting.
3. Coordinates with each land tract management committee in the preparation of environmental assessments for Land Management Plans.
4. Administers the Threatened and Endangered Species monitoring program in coordination with the Appalachian Trail Program Office. Coordinates as necessary with all appropriate Federal and state partners on policies, procedures and issues.
5. Reviews and comments on environmental assessments prepared for the Supervisor of Trails on applicable trail work projects. Provides input on the preparation when appropriate.
6. Works with the Supervisor of Outreach in supporting regional environmental issues and provides relevant information to the Club audience.
7. Provides support as appropriate to the Conservation Chair.
8. Assists in the updating of the Club Local Management Plan for the AT and appropriate Club Policies related to Natural Resources Management.

## **Potomac Appalachian Editor**

*Note: ExCom POC is the Supervisor of Communications*

1. Grammatically and substantively edits articles submitted for inclusion in the Club newsletter.
2. Recruits and manages a committee of editors, writers and photographers.
3. Solicits articles and photographs from Club members.
4. Supervises the design and layout of each monthly issue of the newsletter
5. Prepares special directions for the publishing of each issue.
6. Handles all correspondence and telephone inquiries regarding inclusion of articles and inaccuracies in the Club newsletter.

## **Special Committees**

Much like Standing Committees, all Special Committees must have a Chair, approved by Council. Once appointed, Chairs may appoint the Committee members. Special committee Chairs are urged to select Club members who are either new to the Club or who are not currently working on other the Club activities.

## **Administration**

### **Elections Committee**

*Note: ExCom POC is the President*

1. As provided in the Club's current Bylaws, the President shall appoint an Elections Committee of not less than five members no later than March 15 in even-numbered years.
2. The Elections Committee shall solicit recommendations from the Club membership on potential candidates for the Executive Committee and select from among the best-qualified individuals a slate of candidates to be voted on at the annual meeting.
3. The Elections Committee manages the balloting process provided for in the Bylaws.

### **Nominating Committee**

*Note: ExCom POC is the President*

As provided in the Club's current bylaws, the Nominating Committee is a permanent, non-standing committee with a mandate to identify candidates for elective office and to assist the President in identifying qualified candidates for positions subject to appointment by the President. The Nominating Committee shall seek candidates who will represent the interests of the Club as a whole and will make their best efforts to select candidates who reflect the demographic and geographic diversity of the Club membership.

### **Membership Review Committee**

*Note: ExCom POC is the President*

1. Meets only when membership problems are referred to it by the President after the Council decision on the problem has been rejected by the member or members concerned.
2. Three former elected officers of the Club comprising this committee are appointed when necessary, by the President. The committee represents the membership as a whole and is independent of the Council. NOTE: The Chair does not sit on Council.

## **Finance**

### **Endowment Committee**

*Note: ExCom POC is the Treasurer*

Scope: The Endowment Committee provides stewardship of the Club's Endowment to provide funds for capital programs of the Club and, if needed, funds for operations. The five members appointed by the President and approved by the Council, along with the President and Treasurer, operate under a charter approved by Council.

1. Sets and implements an investment policy to assure the health of the endowment funds.
2. Appoints and reviews the work of the fund managers.
3. Provides the membership with annual reports on the Endowment fund investments, covering their current value, and growth for the most recent twelve-month period.

## **Finance Committee**

*Note: ExCom POC is the Treasurer*

Scope: The Finance Committee supports the work of the Treasurer by providing their financial management, accounting, and business operations expertise to the development and ongoing evaluation of the Club budget.

## **IT Committee (& Chair)**

*Note: ExCom POC is the Treasurer*

1. Oversees all information technology infrastructure at the Club facilities; including: personal computers, printers, network hardware, servers, and internet connectivity hardware.
2. Oversees outside contract services for the above, if applicable.
3. Provides guidance to staff on when and how to utilize IT support contracts.
4. Oversees the documentation and inventory of all the Club IT equipment.
5. Oversees telecommunications infrastructure at the Club facilities, including telephone, computer network, teleconferencing, email, internet connectivity, and room audio.
6. Oversees software applications infrastructure at the Club facilities; including: membership database, trails database, corridor monitoring database, cabins reservation system, and volunteer tracking and reporting.
7. Collaborates with the Supervisor of Communications to technical optimization and the use of best practices for the Club website; including informational sections, online store format, online membership features, calendar, news, documents, and photo galleries.
8. Collaborates with Supervisor of Communications to ensure clear and accessible pathways for the Club members to both submit to and find information on the Club website.
9. Oversees facilities-wide backup and security planning and operations.
10. Consults with all the Club committees, groups, Sections, Chapters, officers, and staff, as needed, to assist in developing requirements, setting specifications, writing cost estimates, and undertaking new projects that contain an IT component.
11. Helps solicit volunteers to assist with IT operations of the IT Committee. Manages and oversees the tasks of the IT Committee volunteers. Consolidates their monthly reports into the IT Committee monthly Council report.
12. Writes specifications, budgets for, procures, and implements IT equipment, software, and services for the Club facilities.
13. Submit a comprehensive budget of all anticipated revenues and expenses for IT activities as a part of the annual budget creation process and participate in all necessary budget review and approval processes, as necessary.
14. Manages special large-scale IT projects, as approved by Council.
15. Manages special small-scale IT projects, as approved by the Executive Committee.
16. Prepares a monthly Council report listing all ongoing projects, describing all tasks being worked on, and hours spent on each. Submits the monthly report prior to the Council meeting for the following month.

## **Operations**

### **AT Corridor Management Committee**

*Note: ExCom POC is the Supervisor of Trails*

1. Applies, revises, and updates the overall Appalachian Trail Local Management plan for the Club, as needed, coordinating with appropriate Officers.
2. Develops and applies specific management plan(s) for the corridor lands purchased by the National Park Service in Virginia and Pennsylvania and assists the State of Maryland in developing management plans for the AT in the South Mountain Recreation Area.

3. Chairs the Appalachian Trail Corridor Management Committee that coordinates the Club's management responsibilities for AT corridor lands.
4. Coordinates Appalachian Trail corridor management activities with trail building and maintenance activities by participating in Trails Committee meetings.
5. Coordinates with the Land Management Chair so that management plans for properties owned by the Club are consistent with trail corridor lands.
6. Appoints regional corridor managers for geographic sections of the Appalachian Trail corridor. Appoints, when necessary, other positions supporting corridor management. Dismisses appointees when necessary.
7. Represents the Club on corridor management issues with federal and state officials and the ATC.
8. Reports to Council and the membership of the Club on the activities and accomplishments of corridor management. Reports, when required, on corridor management to the ATC, the National Park Service, or the State of Maryland.

### **Blackburn Trail Center Committee**

*Note: ExCom POC is the Supervisor of Facilities*

1. Manages the Blackburn Trail Center and monitors the surrounding acres of the Club property.
2. Identifies the need for and carries out general maintenance activities and capital improvement projects of the structures and property, including recruiting work trip leaders and participants and carrying out scheduled work trips.
3. Recruits and supervises seasonal caretakers in accordance with Club policies.
4. Develops and coordinates annual member events, e.g., barbecue, and pig roast, at the Center.
5. Oversees the maintenance of the campground proximate to the Trail Center.
6. Represents the Club in matters relating to local landowners and public officials.
7. Oversees the management of group rentals of the Center, e.g., scout troops, and Club committee meetings.
8. Participates as a voting member of the Facilities Committee.

### **Bear's Den Trail Center Committee**

*Note: ExCom POC is the Supervisor of Facilities*

1. Manages the Bear's Den Trail Center and monitors the surrounding acres of the property.
2. Identifies the need for and carries out general maintenance activities and capital improvement projects of the structures and property, including recruiting work trip leaders and participants and carrying out scheduled work trips.
3. Recruits and supervises the caretaker in accordance with Club policies.
4. Develops and coordinates annual member events, e.g., barbecue, and pig roast, at the Center.
5. Oversees the maintenance of the campground proximate to the Trail Center.
6. Represents the Club in matters relating to local landowners and public officials.
7. Oversees the management of group rentals of the Center, e.g., scout troops, and Club committee meetings.

### **Cabins Construction Committee**

*Note: ExCom POC is the Supervisor of Facilities*

1. Considers locations for new cabins under established Club policy, and recommends suitable and desirable locations to Council, through the Supervisor of Facilities.
2. Submits designs, plans and budgets for new cabins to Council, through the Supervisor of Facilities for approval, using the Major Project Management Guidelines.
3. Supervises all phases of cabin construction.
4. Coordinates activities, including obtaining the necessary permits, with concerned government agencies.
5. Negotiates with contractors, suppliers, and building inspectors.
6. Recruits work trip leaders, and maintains a program of work trips. Trains members in construction skills and safe work practices, and encourages workers to acquire and use their own tools.

7. Acquires and stores building materials for future construction and major repair of cabins.
8. In accordance with the Tool Management Plan, acquires and maintains some the Club tools for Committee use.
9. Assists with major repairs on existing cabins, as needed and when possible.
10. Participates as a voting member of the Facilities Committee.

### **Cabins Reservations Desk Committee**

*Note: ExCom POC is the Supervisor of Facilities*

1. Recruits, trains, and schedules volunteers for the cabins reservations desk and supervises all operations of the cabins reservations desk.
2. Provides information on cabins and their rental to Club members and the general public.
3. Prepares and revises policies covering cabin use and reservations for Vice President of Volunteerism approval and interprets and applies policies in special circumstances.
4. Prepares use reports for all cabins operated by the Club. Submits an annual report on cabin operations within Shenandoah National Park, as required. Prepares similar reports, upon request to any authority having legal jurisdiction over cabins the Club operates as a concessionaire.
5. Reports to the Cabin Operations Committee Chair information received from cabin users on the condition of the cabins, evidence of cabin misuse, and the need for repairs.
6. Establishes and maintains a cabins reservation system.
7. Investigates all incidents of cabin misuse (e.g., break-in, theft, arson, vandalism, etc.), and other non-compliance with cabin rental policies (e.g., non-payment of fees), and takes action for minor incidents as appropriate. Reports incidents with supporting records and evidence to the President, Council and legal authorities when significant sanctions or other actions are recommended (e.g., suspension of cabin privileges for a year).

### **Facilities Committee**

*Chaired by the Supervisor of Facilities.*

1. Prepares long-range plans for the purchase or construction of cabins and shelters.
2. In coordination with the Trail Lands Acquisition Committee, reviews proposed land acquisitions and schedules inspections to determine the condition of facilities.
3. Committee membership to include the Cabins Construction Chair, Cabin Operations Chair, Blackburn Chair, Shelters Chair, and others at the discretion of the Supervisor of Facilities.

### **Headquarters Committee**

*Chaired by the Supervisor of Facilities.*

1. In coordination with the Supervisor of Facilities and the Staff Director, provides review, oversight, inspection, and where appropriate, execution of maintenance (including the hiring of contractors, if necessary) for the Club's Headquarters Building.
2. Sets inspection and maintenance schedules and provides a manual of inspection and maintenance.
3. Develops recommendations for building-related policies.
4. Reports any building emergencies to the Supervisor of Facilities.
5. Prepares a maintenance plan for the headquarters building.

### **Land Management Committee**

*Chaired by the Supervisor of Lands.*

1. Oversees stewardship of the Club-owned lands, protecting them from encroachment. Inspects the lands periodically to ensure the Club's interests are protected.

2. Creates and updates a manual of maintenance and inspection which is generally applicable to all the Club-owned undeveloped property.
3. Provides records and schedules of maintenance and inspection, with annually updated status reports on the Club-owned land conditions for Council.
4. In coordination with the chairs of AT Corridor Management and Tuscarora Trail Corridor Management, marks boundaries. Posts land-ownership information signs.
5. Provides enumeration, written description (including location and access), review, oversight, and inspection, and where appropriate, suggestions for maintenance or renovation of the Club's non-corridor land in coordination with other relevant committees.
6. Contacts landowners as needed and promotes good landowner relations.
7. Establishes property folders in the Club's Lands files. Information in each property folder includes deed documentation, plat(s) or map(s) to identify the property location, and a record of Council decisions on the land acquisition or sale. Develops and maintains land-ownership information files, including maps of corridor lands and adjacent properties, descriptions of lands, summaries of the Club's rights and obligations, identification of needs, and histories of landowner contacts.
8. Coordinates the acquisition of land and easements through purchase, gift, or exchange, which result in legally establishing new trail routes, protecting an existing trail route, preserving the natural setting of an existing trail, protecting hiker access to public park land, or creating parking areas for hikers.
9. Reviews proposed land acquisitions and schedules inspections of the proposed acquisitions.
10. Works with the Treasurer to secure payment for land acquisitions from the Trail Lands Fund.
11. Submit a comprehensive budget of all anticipated revenues and expenses for Land Acquisition activities as a part of the annual budget creation process and participate in all necessary budget review and approval processes, as necessary.
12. Assists in selling the Club lands, when necessary, as approved by Council.

## **Maps Committee**

*Note: ExCom POC is the Vice President of Operations*

1. Manages production of new, reprinted, and revised maps with goal of keeping the Club hiking maps current, accurate, and in stock.
2. Establishes technical standards and practices for mapping activities.
3. Obtains published geographic information materials, i.e., map and imagery products, useful in the production of new and revised hiking maps.
4. Conducts field surveys supporting the production of new and revised maps. Unless specifically itemized in a budget, field surveys utilize the Club volunteers.
5. Coordinates with appropriate the Club activities (e.g., cabin, shelter, trails, corridor, membership, sales, etc.) for information they need covered in hiking maps.
6. Consults with the Appalachian Trail Conference, trail-maintaining Clubs, and park or forest officials concerning information within their overview that is covered in the Club hiking maps.
7. Controls storage of, and access to, all map compilation materials.
8. Files for appropriate copyrights; issues approvals for other organizations to use copyrighted material; and takes necessary actions if copyrights are violated
9. Budgets for, and awards contracts for, compilation, revision, and printing of hiking maps. Similarly, budgets for, and accounts for Map Committee office expenses; e.g., equipment, supplies, postage, photocopy, and telephone expenses.
10. Assists the Publications Committee on production of trail guides containing map sketches.
11. Obtains and documents Appalachian and Tuscarora trail distance information as part of conducting trail profile surveys.
12. Monitors product pricing against productions costs and recommends to the Marketing Supervisor changes in product pricing.

## **Tuscarora Trail Corridor Committee**

*Note: ExCom POC is the Supervisor of Trails*

1. Coordinates the planning and development of the Tuscarora Trail lands corridor in order to provide for the protection of the trail corridor, enhance the scenic diversity of the trail, and assure the adequacy of campsite and campground locations and access to springs.
2. Assists the Land Management Chair in surveying and marking corners and boundaries for the Tuscarora Trail.
3. Assists the Land Management Chair in posting land ownership information signs for the Tuscarora Trail.
4. Works with the Lands on the acquisition of properties, rights of way, and easements for the Tuscarora Trail. Participates as a voting member of the Trail Lands Acquisition Committee.
5. Contacts landowners as needed and promotes good landowner relations.
6. Provides information on the Tuscarora Trail to the Land Management Chair to include maps of corridor lands and adjacent properties, descriptions of lands, summaries of the Club's rights and obligations, identification of needs, and histories of landowner contacts
7. Serves as a member of the Lands Management Committee. The chair of the committee represents tracts and tract managers on Council.

## **Volunteerism**

### **Communications Committee**

*Note: Chaired by the Supervisor of Communications*

1. Develops and implements the Club's public information strategy.
2. Coordinates and issues official Club statements to the media and appropriate government agencies in consultation with the President and Council.
3. Coordinates and manages public relations activities between Sections and Chapters and the local media.
4. Drafts, coordinates, and issues public service announcements and press releases.
5. Initiates and coordinates media participation in officially sanctioned Club events.
6. Recruits and manages the Public Relations Committee.
7. Develops a collection of photographs, slides, films, and videotapes pertaining to or of special interest to the Club.
8. Supports specific Club interests (i.e. Membership, Lands Acquisition, Sponsorship, etc.) as authorized by Council.
9. Provides the Archivist with copies of pertinent releases, announcements, or media articles.
10. Updates old or creates new brochures, videos, audiotapes, etc., as necessary and as provided by Council.

### **Sales and Marketing Committee**

*Chaired by the Supervisor of Marketing.*

Scope: The Sales Committee oversees the pricing of products and services including maps, publications, resale items, and cabin rentals and, in collaboration with other appropriate committees, recommends changes in procedures that are cost effective.

1. Reviews the costs of providing products and services (e.g. publications and cabins) and the prices charged for these items to ensure that the Club receives a fair rate of return. Recommends changes in both procedures that affect costs and prices of the Club's products and services.
2. Reviews rental rates for cabins and recommends changes to the Executive Committee and the Council.
3. Recommends changes in procedures that can increase the efficiency of Club sales and rental operations.
4. Investigates other opportunities to provide services to the membership that also provide an income stream to the Club.

## **Trail Talkers Committee**

*Chaired by the Supervisor of Outreach.*

Scope: Trail Talkers is PATC's designated group of ambassadors. These are enthusiastic members of the club, who have volunteered to attend various public events to represent the club and help spread information about our programs, membership, and impact.

## **PATC STAFF**

### **Overview**

Over the years, as the Club has broadened the number and amount of services it offers to its membership and the community, the Club has hired paid staff to handle much of the day-to-day operations and administrative tasks of the Club, as well as support the volunteers who serve on ExCom and Council in their conduct of Club business.

### **Supervision**

All the Club full and part-time employees are charged with fulfilling their official duties at the direction and under the supervision of the Staff Director.

Staff members work alongside individual Council and ExCom members to manage and execute the various tasks and activities necessary to ensure the successful and ongoing operations of the various divisions of the Club. Council and ExCom members can and should rely on staff partners to help oversee their area of management and fulfill their duties. However, it must be understood that staff members do not work directly for ExCom or Council and any work requests or assignments made by volunteer leadership that require additional time and/or extend beyond the normal bounds of official staff responsibilities must be done so in consultation with the Staff Director. This is to ensure that the full scope of staff time and work demands are fully considered and managed, as they affect the entire Club.

The Staff Director is supervised by and works solely at the pleasure of the President.

### **Administration**

#### **Staff Director**

The Staff Director supports the President, EXCOM, and Council to implement organizational priorities, initiatives, and programs. The Staff Director provides direction to the staff to ensure activities within the Club are managed effectively and handles day-to-day management of paid personnel to allow the President, EXCOM, and Council to focus on the Club's growth and development.

Specific responsibilities include:

- Act as an advisor to the President, ExCom, and Council members, as needed.
- Manage all paid staff; including, but not limited to hiring, onboarding, project/task assignment, annual evaluations, creating/monitoring improvement plans, disciplinary actions, and issues related to dismissal or departure
- Conduct periodic review of staff-related documents, policies, and procedures; including, but not limited to job descriptions, performance evaluation tools, guides/handbooks, and benefits
- Manage the Club Headquarters, in coordination with the HQ Committee
- Participate, as a non-voting member, on organizational committees, as assigned by the President
- Ensure all personnel-related administrative projects and issues are addressed properly, efficiently, and judiciously
- Support and ensure the continuity/stability of all the Club business operations and programs
- Employ generally accepted business standards and practices and maintain compliance with all statutory and regulatory requirements
- Support the formulation, implementation, and ongoing evaluation of the annual budget and audit

### **Operations and Volunteerism**

## **Cabins and Lands Coordinator**

The Cabins & Lands Coordinator supports the administration of all functions related to the operations, rental, and maintenance of cabins and tracts of lands owned and/or managed by the Club. In this role, responsibilities include oversight of the cabins' rental system, as well as supporting the Supervisor of Facilities, the Supervisor of Lands, the committees for Cabins Operations, Cabins Construction, Lands Management, Lands Acquisition, District Cabin Supervisors, Cabin Maintainers, and Tract Managers.

Specific responsibilities include:

### Cabin Rentals

- Answer rental inquiries by phone and email
- Complete advanced and last-minute rentals by phone
- Compile and send out rental packets to cabin renters
- Process cabin condition reports and check in returned keys
- Manage refund requests, unsettled charges, and any potential breaches of the rental agreement
- Maintain organized and accurate records of rental info and agreements
- Monitor monthly cabin rental revenue trends and support the creation and implementation of strategies used to achieve annual budgeted revenue goals

### Cabin Maintenance

- Support the Cabins Committee Chair
- Support the administrative needs of Cabin District Managers and individual cabin maintainers
- Ensure the organization and distribution of cabin condition reports to cabin maintainers
- Schedule requested work trips
- Maintain Air table cabin directory and related contact lists
- Support cabin maintainer onboarding & management
- Purchase materials needed for cabins maintenance and ensure timely distribution to maintainers
- Support annual reporting and stakeholder/volunteer coordination needs

### Lands

- Support Supervisor of Lands with requested tasks
- Maintain organized and accurate records of all relevant Land-related documentation
- Address land disputes, sales, acquisitions, as needed

### General

- Serve as an initial liaison to counties and state authorities on matter related to cabins and lands

## **Communications Coordinator**

The Communications Coordinator supports the creation and administration of all media tools and resources utilized to distribute information on behalf of and/or about the Club to members, as well as the general public. In this role, responsibilities include support and content creation/management for the Club website, the Potomac Appalachian newsletter, the Club social media accounts, the Club blog, as well as the creation of other content and materials related to promoting the Club brand through various advertising, outreach, and membership initiatives. The Communications Coordinator offers support in fundraising, event planning, and administrative tasks as needed.

Specific responsibilities include:

- Works with the Supervisor of Communications to develop and implement the Club's communication strategy

- Manages and administers the Club's social media presence (Facebook, Instagram, and Meetup)
- Creates, edits, and manages text, graphic, and video content for the website
- Writes and contributes monthly content to the *Potomac Appalachian* and blog
- Upon assignment, creates other communication content such as outreach flyers, graphics, event speeches, emails, etc. for the various program areas of the Club
- Creates materials for the annual meeting, to include collecting images and content for the PowerPoint presentation
- Collaborates with the Staff Director and the Fundraising Committee on various fundraising projects and initiatives
- Collaborates with the Supervisor of Outreach and the Hikes Chair to plan engaging events and outreach programs throughout the year
- Supports communications needs throughout the Club as appropriate

### **Trails, Shelters, and Corridor Management Coordinator**

The Trails, Shelters, & Corridor Management Coordinator supports the administration of all functions related to the management and maintenance of AT and non-AT trails, trail-side shelters (huts), and APPA corridors owned and/or managed by the Club. In this role, responsibilities include support, coordination, and tracking of activities overseen and/or executed by the Supervisor of Trails, Trail District Managers, individual Trail Maintainers, the Shelter Committee, individual Shelter Maintainers, the Corridor Manager, and individual Corridor Monitors.

Specific responsibilities include:

- To support volunteers with the knowledge, supplies, and tools to do their job's safety
- Maintain the assignment of Trail Maintainers and Trail descriptions.
- Maintain the assignment of Shelter & Hut Maintainers
- Maintain the assignment of Corridor Monitors
- Maintain the list of certified sawyers along with their certification levels and expiration dates.
- Maintain a spread sheet of trail power equipment, where they are located, & who has possession of them.
- Send out new maintainer packets along with t-shirt or vest, hats for trails, shelters, and corridor
- Produce the Help Wanted & New Boots items for the newsletter to be posted on the web volunteer page.
- Procure tools, supplies, & food as needed for trail, shelter, and corridor monitors, and as requested by chairs
- Update the web Volunteer Opportunities for trail, shelter, corridor, and the DM list with email Links.
- Post calendar events on the web for meetings, training, & crews when requested.
- Give updates to Communications team for the Trail, Shelter, & corridor web pages as needed.
- Answer phone & email request for potential volunteer.
- Help the volunteers connect to the most appropriate volunteer leader as quickly as possible to retain interest.
- Maintain the list of government partners and contact information. Check for changes whenever possible
- Maintain the list of Trail agreements
- Tool room- Make sure there are adequate tools in good condition for trail volunteers
- Set up 1st aid classes for sawyers when needed

### **IT and Membership Coordinator**

The Membership & IT Coordinator supports the management and operations of both the Club's Membership department and information technology infrastructure. Duties related to Membership include management and tracking of all member data and providing administrative support to the Supervisor of Membership for programs and events. Duties related to Information Technology primarily include serving as the chief administrator for all IT platforms utilized by the Club and providing help-desk support for immediate organizational stakeholders.

Specific responsibilities include:

### Information Technology (IT)

- Provides technical support and training internally and externally
- Administrator for software systems and subscriptions
- Manages hardware issues and refresh cycle – Staff/Office PCs and laptops
- Evaluating and recommending software purchases and renewals
- Managing software licensing
- Troubleshooting and resolving technical issues as they arise
- Continuous assessment of IT needs and making recommendations for upgrades or changes.
- Developing and implementing IT policies and best practices.
- Working with vendors to secure the necessary IT equipment and software
- Website DNS configuration
- Manages security awareness training

### Membership

- Maintaining and tracking of memberships
- Continuous configuration and management of the Membership database
- Data entry and corrections as needed
- Work with Supervisor of Membership to manage a program for member retention and growth
- Generating reports on membership and donations
- Coordinating with the Supervisor of Membership on member events and other member initiatives
- Work with Finance department to maintain the integration of transactions between member database and Quickbooks
- Assisting with Fundraising campaigns
- Maintaining newsletter distribution list
- Generate email campaigns to members, as needed
- Responding to member and prospective member inquiries
- Coordinate the donation acknowledgement process
- Helps with preparation of the annual meeting
- Coordination of biennial election in conjunction with the appointed election committee
- Coordination of annual awards process and fulfillment of awards
- Works with Finance department in producing data and reports for the yearly audit
- Works with Cabin Coordinator to confirm cabin renters have current memberships
- Activate/Renew memberships that are paid via the cabin reservation software

### **Sales and Outreach Coordinator**

The Sales & Outreach Coordinator supports the operations and administration of the sale of the Club products, including maps, books, and other merchandise, through in person, online, and third-party wholesale distributors. They also help to support various outreach initiatives through organization and/or participation in public facing events and activities. In this role, responsibilities include monitoring and updating sales inventory, helping to develop and attain annual sales goals, developing and maintaining relationships with individual and wholesale clients, and managing volunteer support and activities related to the store and outreach events.

Specific responsibilities include:

#### Marketing (Store)

- Manage day-to-day operations and maintenance of the Club store; including:
- monitoring and responding to all store related communication/requests
- accurately tracking and maintaining all physical store inventory (through Neon system)
- new inventory intake

- retail and wholesale sales outflow
- inter-department inventory transfers (i.e. “swag requests)
- annual complete inventory reconciliation
- managing all necessary vendor/customer accounts and insuring billing processes are completed
- insuring wholesale and retail orders are processed accurately and efficiently (within two business days of placement, whenever possible)
- cultivating and maintaining positive relationships with vendors, as well as retail/wholesale clients
- ensuring available products are effectively and accurately represented on the Club communication platforms (website, social media, emails, etc.)
- training and overseeing volunteers in support of store activities
- supporting and advising committees that oversee/affect store functions (marketing, publications, maps)

#### Outreach

- Support the preparation, coordination, and execution of Outreach events that are either hosted or attended by the Club volunteers/staff, including:
- assisting the Supervisor of Outreach with maintaining the schedule of outreach events
- tracking, managing, and preparing materials/supplies needed for outreach events
- supporting volunteer sign up and coordination for outreach events

#### **Bears Den Manager**

The Bears Den Manager manages and executes all onsite maintenance and operations for the Club’s Bears Den Trail Center. In this role, responsibilities include: operating, cleaning, and maintaining the physical structure and all surrounding property/resources; supporting the needs of visitors and guests; manage the reservation system for Bear’s Den and related bookkeeping activities.

Specific responsibilities include:

#### **Finance**

##### **Accounting Assistant**

The Accounting Assistant supports the Finance Coordinator with the day-to-day bookkeeping and general maintenance of all the Club accounting activities. In this role, general responsibilities include: preparing, entering, and tracking financial transaction information; assisting with bank and other financial reconciliation process; and supporting the ongoing maintenance of all necessary and appropriate financial documentation and processes.

Specific responsibilities include:

- Enter all bills in QuickBooks and ensure proper authorizations for payment;
- Keep vendor files up to date, ensuring that all necessary supporting documentation has been submitted, and process approved bills and reimbursements;
- Pay all bills weekly;
- Collect credit card receipts, ensure proper authorization and reconcile the credit card statements;
- Enter daily cabin transactions and reconcile with reservation software and credit card merchant reports;
- Process incoming mail;
- Prepare bank deposits and enter cash and check donations and memberships into Neon;
- Remit sales taxes to 4 states on a monthly/quarterly basis;
- Perform end-of-month tasks per checklist including recordkeeping, providing monthly budget reports to budget managers, recording chapter/section transactions and more;

- Maintain accounting files and records under the guidance of the Finance Coordinator;
- Provide support to staff and volunteers in processing reimbursements;
- Maintain inventory of office supplies and stationary;
- Review A/P records and prepare information for issuance of 1099s annually;
- Support the annual audit by providing supporting documentation and other tasks;
- Support the annual budget process by providing records/data to budget managers;
- Assist with physical inventory at year-end;
- Perform other duties as assigned by Finance Coordinator and Staff Director.

## **Finance Coordinator**

The Finance Coordinator supports the management and maintenance for all financial operations and bookkeeping for the Club. In this role, general responsibilities include: involvement in ensuring the timely and accurate recording and execution of operational and investing transactions, cash flow planning and monitoring, budget preparation and reporting, and tracking compliance with all financial policies and regulatory requirements.

Specific responsibilities include:

- Administration of the PayChex (payroll) system
- Bookkeeping and reconciliation of all accounts for the Club and Bears Den
- Monthly Financial Reports
- Cash flow management
- Mid-year and yearly Budget generation support
- Annual 5500 Prep for 403b plan
- Sales Tax and Transient Occupancy Tax Filings
- Coordinate and support the audit and Form 990 prep
- Supervise the Accounting Assistant

## **Seasonal**

The Club hires other full and part-time employees and contractors at various times throughout the year. This includes, but is not limited to:

- **Ridge Runners**- Hired and managed by the volunteer Ridge Runner Coordinator, Ridge Runners live and work along the Club-managed sections of the AT for anywhere from 6-12 weeks, during the busiest time of the hiking season. They perform trail maintenance and monitoring, as well as provide information, support, and basic first aid to day and long-range hikers in the area.
- **Blackburn Trail Center Caretaker(s)**- Hired and managed by the volunteer Blackburn Manager, the Blackburn Caretaker is responsible for the day-to-day management and oversight of the Blackburn Trail Center building and surrounding hiker camping areas during primary hiking season.
- **Administrative Interns**- the Club will hire and utilize college students and recent graduates to work on specific administrative and operational projects throughout the year. Interns are frequently assigned to and work under the direct supervision of one or more full-time Club staff member.