

CMAC is a working board: A working board is a group of directors actively participating in the organization's daily activities. It is a governing board with additional responsibilities: Directors perform their strategic and fiduciary duties as well as participate in the organization's day-to-day functions. The purpose of the board is to serve the organization's interests.

A working board has the following roles and responsibilities in an organization:

Responsibilities:

Strategic Planning: A working board has strategic responsibilities in establishing short-term and long-term program goals and objectives. This ensures members have a guide to achieving the organization's mission. The planning may be done yearly or after a specified period to account for short- and long-term goals.

Day-to-Day Functions: A working board has operational roles and responsibilities. Members of a working board collaboratively implement their own strategies and directives.

Resource Management: A working board is responsible for protecting the organization's resources and managing them responsibly. The board must use assets prudently to serve the organization's general interest.

Compliance and Ethical Integrity: All organizations must follow certain rules and regulations. A working board has a fiduciary duty to ensure the program complies with all relevant legal obligations. A working board ensures the organization operates truthfully and ethically.

Financial Oversight: The board is responsible for creating a budget and implementing internal processes for incoming and outgoing funds.

CMAC Board Roles and Responsibilities

OFFICERS

Board President

The board president is the primary person who works with the CM Management/Program Director and other senior-level coaches to make sure things are running smoothly and keeps the board informed.

These are some of the primary duties of the CMAC board president:

- Oversees the board/s work
- Facilitates board meetings
- Works in connection with the program director and the board as a whole to prepare board meeting agendas
- Recommends members for committees and appoints committee chairs
- Assists in recruiting qualified new board member candidates
- Serves as the nonprofit's spokesperson as needed
- Maintains an ongoing healthy relationship with Crystal Mountain on-mountain management and Alterra, with the goal being the continuation of continuing this partnership for CMAC to operate in Crystal Mountain.
- Board President's administrative duties
- Other board duties as necessary

Vice President

The vice president has the same duties and responsibilities as all other board members. The vice president generally serves as a backup leader to the board president, so the board is never without leadership.

These are some of the duties of the vice president:

- Runs board meetings as requested and in the board president's absence
- Serves as the nonprofit's spokesperson as needed
- Assists with board president duties
- Completes special duties as requested

Secretary

The board secretary's duties help protect a nonprofit organization. Board secretaries have a variety of duties and responsibilities including:

- Works with Program Admin to schedule board meetings, and ensures clear agendas are sent to board members in advance of board meetings
- Assists in board member orientation
- Takes attendance at board meetings
- Takes accurate meeting minutes and circulates for approval within a week of the board meeting
- Other board duties as needed

Treasurer

The board treasurer oversees the financial operations of the organization. The treasurer also needs to make sure board members can access the financial reports promptly. The duties of the treasurer include::

- Hires and manages relationships with the accountant and bookkeeper
- Ensures all tax and non-profit registration documents are filed with the IRS and the State of WA
- Partners with the Program Director to set the annual budget, which is then submitted to the BOD
- Manages relationships with banks, including maximizing returns on cash float using very low-risk options (e.g., CDs)
- Monthly reports created and submitted to the Director and the Exec Team
- Selects and maintains relationships with financial service providers (e.g. expense management, corporate credit cards, payment services, etc)
- Takes the lead on any audits
- Partner with the Director and BOD on long-range financial planning
- Renew and pay CMAC's insurance plans
- Maintain the "CMAC Treasurer Checklist" document

Operational Positions

Race Operations

In charge of ensuring all CMAC home races are executed with high quality.

The Chief of Race Operations ensures all aspects of race execution before the race, and trained Chief of Race officials are available for all races.

- Get certified as a COR and develop a race day experience (fill many official jobs: Start Ref, Finish Ref, Head Gate Judge, Head of Course Crew, etc)
- Ensure continuity of full-time race staff positions
- Ensure race planning with CORs, Race Admin, Race Crew, Program Directors (respective programs/races), and race staff
- Plan for championship events and ensure a Race Operating Committee is in place. Assess dual-venue needs early on!
- Work with the board and race crew on work party needs and infrastructure investments
- Look for best practices at away races (safety/equipment / fun factor).
- Provide a yearly review of Race Operations and a proposed improvements summary

Equipment Coordinator

Responsible for adequate maintenance, inventory, and proper functionality of all CMAC equipment in the mountain.

- Pre-season testing of all equipment in coordination with Timing
- Determine equipment needs and investment, get buy-in from the Board and Treasurer
- Ensure equipment is ready before each race
- Gather feedback on equipment performance after each race
- Ensure all equipment in the shacks is in good working order throughout the season

Volunteer Planning

Responsible for overseeing key volunteer activities within an organization. Their duties include recruiting and placing volunteers in key roles based on their qualifications for all CMAC activities as needed, in collaboration with other roles. (This is not to be confused with the Volunteer Coordinator role, which manages all aspects of race day volunteering.)

- Partnering with other board members in recruiting volunteers for our various committees
- Manage volunteering communications early in the season, and before/after each race
- Ensure complete volunteering staffing for each race
- Volunteering back-up plans
- Collaborate with the Volunteers Coordinator on race day activities (check-in, etc.)
- Volunteering reporting after each race

Facilities Management Coordinator

- Keeps track of shack maintenance, start and finish shacks (Gold Hills and mobile finish shacks)
- Initiates and manages any construction/repairs needed to buildings (including design/build)
- Purchases and maintains equipment (e.g. Polaris)
- Manages the maintenance, transportation, and off-season storage of CMAC-owned RVs
- Manages installation and repair of communication lines for start and finish shacks
- Coordinates facilities work with the Program Director and Race Crew
- Provides status reports on facilities

Vital Roles

Board Members At-Large

The at-large board members are just as important as nonprofit board positions for officers, as all board members have equal responsibility for the board's actions and decisions.

At-large board members are expected to fulfill the following duties:

- Attend all board meetings
- Engage in board meetings actively
- Serve actively on at least one committee
- Become certified USSA officials and actively participate as an official at CMAC races
- Support board decisions even when they voted against them

Fundraising/Events Chair

As the leader of the Fundraising and Events Committee, the Committee Chair plays a vital role in planning, coordinating, and executing fundraising events for CMAC.

Key duties may include:

- Developing annual fundraising goals, plans, and strategies to ensure alignment with the CMAC's mission and fundraising objectives.

- Recruiting and assembling a dynamic and diverse committee with the skills and expertise necessary for successful fundraising
- Collaborating with the treasurer and committee to establish a realistic budget that encompasses all necessary expenses, while maximizing revenue generation.
- Working closely with the committee to develop innovative fundraising ideas, sponsorship opportunities, and effective marketing and promotional campaigns.
- Oversight of Fundraising Events
 - Selecting and coordinating vendors
 - Budget management and event execution.
 - Event logistics, working with the program admin on registration, ticketing, etc.

Officials Coordinator (Recruiting/Training/Coordination)

- Recruit/develop parent race officials, maintain a healthy pipeline of Officials
- Work with PNW on the planning of updates, training etc.,
- Work with the program admin on communications to program members

Social Media Officer/Community Engagement

This role is responsible for building the CMAC brand, sharing our mission, and engaging our community. Social media can effectively increase their reach, raise more funds, and drive more action toward our cause.

Key responsibilities:

- Setting a social media calendar
- Works collaboratively with the following:
 - Athlete reps
 - Head coaches
 - Fundraising committee
 - Advancement
 - Program admin
 - Board
- Promotes awareness of program activities
- Drives fundraising efforts in partnership with the fundraising chair
- Sponsor engagement in partnership with our advancement chair
- Share program successes (not just podiums)
- Promoting a specific campaign or event
- Recruiting volunteers

Advancement

- Identifies, researches, and cultivates prospects for increased annual fund (sponsorships) and major gift project giving. Coordinates with the events chair and Social Media Officer/Community Engagement

- Responsibilities include:
 - Identifying and closing the deal on new sponsors
 - Tracking annual payments from sponsors
 - Getting sponsors' visibility: a "Sponsor Spotlight" email and social media post for each sponsor each year
 - Maintain contact with sponsors (invites to CMAC events such as fundraisers, CMAC socials at the Alpine Inn etc.) Sponsors may not be on the CMAC bulk mail lists.
 - Monthly updates to the board of directors about the sponsors and sponsorship activity to the board of directors.
 - Ensure sponsors are correctly featured on the CMAC website: <https://www.cmacskiracing.com/Sponsors>. Report any updates needed to the Program Administrator.

Culture and Values Chair

Establish a program to maintain CMAC Culture and Values

- Overall culture and values
- Coaches/Program Director guidelines
- Parents' commitments/agreements
- Athletes' commitments/agreements

Athlete Representatives

Athletes' reps facilitate communication between current CMAC athletes and the Board and the CMAC organization. They can incorporate athlete perspectives into Board decisions and oversight of the organization. Representatives are nominated by current teammates. 2 athlete representative positions from the Junior Program only.

SUPPORTING COMMITTEES

Fundraising/Event Committee

This committee is responsible for raising capital and operating funds necessary to fulfill the purposes of the CMAC program through events, sponsorships, and donations.

Broadly, the committee will:

- Identify potential individual donors and businesses who could potentially provide resources to CMAC
- Create and organize various events to raise funds
- Identify other fundraising opportunities available in the community

- Work with the treasurer to ensure that processes are in place for donor recognition, IRS substantiation and categorized record keeping by source of income and donor
- Maintain records of where contacts have been made to avoid duplication of effort.
- Seek a list of in-kind donations desired by CMAC and develop strategies to meet those needs in partnership with CMAC

Fundraising Committee Members should have:

- Enthusiasm and passion for the CMAC's mission
- A reputation for integrity, the ability to keep commitments
- Able to dedicate time to committee meetings and assist with fundraising initiatives
- Good communication skills, flexibility, etc. etc..
- Members should be comfortable meeting with potential donors to ask for CMAC donations
- Have good networking skills and connections in the community
- Have creative ideas and plans to generate resources

There shall be one representative from the CMAC Board who serves as the Chair.

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RACE ORGANIZING COMMITTEE

For each race, the following are needed:

1. Race Admin (P)
 - Race Schedule
 - Entries
 - Start Lists
 - Mtn Coordination
 - Patrol comms & Safety plan
 - Tickets
 - Bib organizing
 - Officials coordination
 - Race budget
2. Chief of Course (V)
 - Venue prep
 - Grooming

- Venue Setup
- Race crew
- 3. Race planner or Chief of race (V)
 - Schedule
 - Race checklist
 - Race Staffing
 - Officials recruiting and training
 - Forerunners
 - Awards MC
 - Sponsors
- 4. Volunteer coordinator (P)
 - Volunteering communications
 - Ensure volunteering staffing
 - Volunteering backup plans
 - Volunteers check-in
 - Volunteering reporting
- 5. Chief of Race (V)
 - Race day execution
 - Schedule
 - Venue and course safety
 - Overall coordination
- 6. Awards (V)
 - Medals procurement
 - Volunteers
 - Awards setup
- 7. Volunteering Committee (2 people)