

Appendix A

Board of Trustees Duties

The members of the Board of Trustees shall collectively

1. Review the minutes of the most recent Executive Committee meetings and vote to approve/deny each action referred to them by the Executive Committee.
2. Review and approve/deny all expenditures in excess of \$5,000 forwarded by the Finance Committee.
3. Review and approve or send back for revision the seasonal and annual budget reports prepared by the Chief Financial Officer.
4. Review and approve or send back for revision the proposed budget for the next fiscal year prepared by the Chief Financial Officer.
5. Evaluate the job performance of all Cabinet members with the exception of the MSTCA President. An interim evaluation should be completed in June of the first year of a Cabinet member's contract, and a final evaluation should be completed at least 2 months before the end of the Cabinet member's current contract.
6. Conduct the hiring process for the members of the Cabinet, not including the MSTCA President. This includes posting the positions, reviewing the resumes of the applicants, conducting interviews, choosing the successful candidates, and signing employment contracts with each successful candidate.

Finance Committee Duties

The Finance Committee shall collectively:

1. Review each of the seasonal and annual budgets which are created and submitted by the Chief Financial Officer and communicate their comments on these budgets to the Executive Committee and Board of Trustees.
2. Review any interim or preliminary reports produced by the Directors of Meet Operations Chief Financial Officer and communicate any concerns raised by those reports to the Executive Committee and Board of Trustees.
3. Review all fundraising activities with the Director of Marketing.
4. Review any new event or seasonal financial reports produced by the Chief Financial Officer.
5. Offer suggestions and recommendations to the Board of Trustees in regards to large expenditures and potential sources of income.
6. Approve all proposed single-item purchases with a cost greater than \$5,000.

Executive Committee Duties

The members of the Executive Committee shall collectively

1. Vote to approve the end-of-season reports submitted by the Directors of Meet Operations at the conclusion of each season: March for indoor track, July for outdoor track, and December for cross-country.
2. Vote to approve the plans for the next season submitted by the Directors of Meet Operations at the conclusion of each season: March for indoor track, July for outdoor track, and December for cross-country.
3. Review the reports of the Director of Special Events and approve/deny any recommendations referred to at his/her request.
4. Review the annual budget summaries submitted by the Chief Financial Officer and recommend approval or revision to the Board of Trustees at the September meeting.
5. Review the proposed budget for the next fiscal year submitted by the Chief Financial Officer and recommend approval or revision to the Board of Trustees at the June meeting.
6. Advise members of the Cabinet on such matters as may be brought by the Cabinet before the Executive Committee for discussion and/or approval.
7. Serve on at least one subcommittee.
8. Vote on the Coaches Hall of Fame ballot.
9. Work a minimum of one MSTCA seasonal event, in any capacity, each year.
10. Propose, review, and collaborate on new projects which will further the mission of the MSTCA.

President (Executive Committee) Job Description

The responsibilities of the President are to represent the interests of the membership of MSTCA, both internally and externally. He/She should make sure that the MSTCA lives up to its mission statement and by-laws, and serve as the primary MSTCA face and voice to the public.

The responsibilities of the President include, but are not limited to:

1. Managing the relationships between the MSTCA and other relevant groups and organizations
 - a. Representation on MIAA T&F Committee: the President will either serve as one of the MSTCA representatives to the MIAA T&F Committee or will appoint another member of either the Executive Board, Cabinet, or Board of Trustees to serve in his place
 - b. Relationship with RCC, State Legislature, other government agencies
 - c. Relationship with local police/fire/EMT services
 - d. Relationship with MTFOA
 - e. Relationship with other community groups (BAA, BPS, etc.)
2. Scheduling and conducting the Annual meetings
3. Scheduling and conducting the Annual Elections
4. Scheduling and presiding over the Executive Committee Meetings
 - a. maintenance of a master calendar of meetings
 - b. collaborating with the Director of Communication to distribute agendas and minutes of meetings
5. Making appointments to various MSTCA positions as provided for in the Bylaws of the MSTCA
6. Performing any other duties as may be necessary to carry out the directives of the Articles and Bylaws of MSTCA.
7. The President is ex officio a member of the Executive Committee and has all rights and responsibilities of an Executive Committee member.

Vice-President (Executive Committee) Job Description

The Vice President shall

1. Serve as the membership chairperson;
2. Collaborate with the Director of Communication to create and disseminate informational documents necessary to encourage membership;
3. Keep records of current membership enrollment and send their applications to the National Federation of High Schools;
4. Keep the Board of Trustees and Executive Committee informed of memberships and produce a membership directory;
5. Serve as the supervisor and organizer of all MSTCA elections, and, in collaboration with the Director of Communications, promptly inform the membership of the results of such elections;
6. Perform any other duty as may be necessary to carry out the directives of the Articles and By-laws of MSTCA

Secretary (Executive Committee) Job Description

The Secretary shall

1. Take minutes of all Executive Committee and general membership meetings and present the written minutes within one week of the meeting;
2. Collaborate with the Director of Communications to inform the members, in a timely manner, of the dates, times and locations of all future meetings;
3. Collect mileage data as necessary at meetings and report to the Chief Financial Officer for reimbursement purposes;
4. Perform any other duty as may be necessary to carry out the directives of the Articles and By-laws of MSTCA.

Director of Timing Services - Job Description

The Director of Timing Services (DTS) works in collaboration with the seasonal Director of Meet Operations and is responsible for entry procedures, timing services, and result compilation for all meets. The DTS's responsibilities include, but are not limited to, the following:

1. The DTS will be responsible for maintaining and updating MSTCA timing equipment and software, as well as MSTCA Meet Management software.
 - a. Acquiring and installing necessary software updates, hotfixes, and new releases;
 - b. Ensuring the equipment and operating systems meet the requirements of the timing and meet management systems;
2. The DTS is responsible for the provision of adequate timing equipment to each MSTCA meet site.
3. The DTS will ensure that the day of meet on-site timing personnel are capable of correct setup of all necessary equipment for timing and meet management.
4. The DTS may also serve as a FinishLynx, Meet Pro, or Hy-Tek operator at any and all MSTCA meets of their choice. If so, the DTS will be paid an additional stipend beyond the base DTS salary.
5. The DTS will hire sufficient additional operating personnel as needed for each MSTCA meet site. The DTS will convey the names and payroll information of any operators hired to the Chief Financial Officer for payment of the stipends.
6. The DTS will setup each MSTCA meet on Direct Athletics (or other web service authorized by the Cabinet) according to the specifications provided by the Director of Meet Operations.
7. The DTS will provide full entry instructions to the Director of Meet Operations for inclusion in the meet entry form.
8. The DTS will be responsible for closing down the entry portal at the entry deadline.
9. The DTS will monitor and download the entries from the web for all MSTCA meets. The DTS will examine the database for errors, omissions, and violations of entry requirements, and will attempt to clean up the database by resolving these issues. Such clean up may involve contacting schools or coaches, and the DTS will initiate such contact when necessary.
10. The DTS will provide the database to the Hy-Tek or Meet Pro operators of the meet in a timely manner.
11. The DTS will ensure that systems are in place for the timely provision of meet results to the participants, the public, the media, and the Director of Communications.
12. The DTS is expected to attend all Cabinet meetings and may be asked to attend certain Executive or Seasonal Committee meetings where his input would be helpful.

Director of Meet Operations – Indoor Track - Job Description

The Director of Meet Operations – Indoor track (DMO-IT) is responsible for the overall operation and supervision of all indoor track competitions sponsored by the MSTCA. The DMO-IT serves as the meet director for each of these competitions. The duties of the DMO-IT include, but are not limited to, the following:

1. Serve as chair of the MSTCA Indoor track committee
2. Securing all necessary dates and times with the management of the Reggie Lewis Center (RLTAC).
3. Act as the primary liaison with Reggie Lewis Center management for all issues involving meet operations.
 - a. RLTAC personnel working on meet days
 - b. Access to the building
 - c. Parking concerns
 - d. Other day of meet issues
4. Coordinate with Boston public safety (police, fire, EMT's) to ensure adequate coverage on the day of the event
5. Provide entry forms to the Director of Communication for distribution at least 3 months in advance of all MSTCA meets
6. Work with the Chief Financial Officer to ensure that meet revenues and expenses fall within the bounds established by the MSTCA budget
7. Arrange with RLTAC head trainer to hire sufficient athletic trainers for safe coverage of the event and inform them of their responsibilities
8. Hire an adequate number of officials in consultation with the Director of Timing Services, the MSTCA Cabinet, and the Massachusetts Track & Field Officials' Association.
9. Arrange for officials' attendance to be recorded and forwarded to Chief Financial Officer for payment of fees
10. Hire sufficient site staff as needed for safe and efficient meet operation
 - a. Announcer
 - b. Line Clerks
 - c. Ticket sales
 - d. Ticket takers
 - e. Gate security
 - f. Check-in table
 - g. Spike check table
 - h. Others as needed

11. Arrange for student workers for field events and provide shirts for these workers
12. Arrange entry process, timing services in consultation with the Director of Timing Services
 - a. Order sufficient bib numbers, hip numbers, and pins
 - b. Arrange packet pickup
 - c. Arrange for prompt distribution of results
 - d. Online/mobile results
 - e. Posting at meet
13. Arrange for adequate equipment to be present at the site, in consultation with the Director of Equipment & Logistics and the RLTA staff
 - a. Special attention paid to shot puts and batons
14. Obtain awards and arrange for their distribution at the meet
15. Arrange MIAA sanctioning as necessary
16. Enforcement of all general MSTCA policies:
 - a. Catastrophic event plan
 - b. Collection and organization of coaches' emergency contact numbers
 - c. Other emergency & safety policies as required
17. Arranges for proper gate control and manages ticket sales (if any)
 - a. Adequate staff hired
 - b. Tickets and coaches' wristbands ordered
 - c. Plans for collection and accounting of fees collected and prompt deposit of any cash fees in appropriate account
18. Arranges the sale of T-shirts and other MSTCA items
 - a. Adequate staff hired
 - b. Plans for collection and accounting of fees collected and prompt deposit of any cash fees in appropriate account
19. Arrange for food for officials and other workers
20. Manages any additional site- and event-specific details
21. Provide an incident report if an athlete, official, or spectator is injured or falls ill at the event, or if any other incident involving health or safety occurs (for example, theft or harassment)

22. Provide a post-season report to the Executive Committee for the March meeting discussing the conduct of all indoor track meets during the season, any issues which arose, and a seasonal financial report. This report shall be provided to the Executive Committee members 5-7 days prior to the March meeting.
23. Provide plans for the next outdoor season to the Executive Committee for the March meeting emphasizing any proposed changes to the MSTCA program. These plans shall be provided to the Executive Committee members 5-7 days prior to the March meeting.
24. The DMO-IT is expected to attend all Cabinet meetings and may be asked to attend certain Executive Committee meetings where his input would be helpful.

The DMO-IT, in consultation with the President and Executive Board, may appoint representatives as needed to aid in fulfillment of these responsibilities, e.g. meet and/or site directors to handle day of meet operations when the DMO-IT is not personally present. However, the DMO-IT will have the ultimate responsibility in these areas.

Director of Meet Operations – Outdoor Track - Job Description

The Director of Meet Operations – Outdoor track (DMO-OT) is responsible for the overall operation and supervision of all indoor track competitions sponsored by the MSTCA. The DMO-OT serves as the meet director for each of these competitions. The duties of the DMO-OT include, but are not limited to, the following:

1. Serve as chair of the MSTCA Outdoor track committee
2. Securing all necessary facilities for MSTCA Outdoor Track.
3. Act as the primary liaison with the facility owners and management for all issues involving meet operations.
 - a. Facility personnel working on meet days
 - b. Access to the facility
 - c. Parking concerns
 - d. Security concerns
 - e. Other day of meet issues
 - d. Coordinate with local public safety (police, fire, EMT's) to ensure adequate coverage on the day of the event
 - e. Provide entry forms to the Director of Communication for distribution at least 3 months in advance of all MSTCA meets
 - f. Work with the Chief Financial Officer to ensure that meet revenues and expenses fall within the bounds established by the MSTCA budget
 - g. Arrange to hire sufficient athletic trainers for safe coverage of all events and inform them of their responsibilities
 - h. Hire an adequate number of officials in consultation with the Director of Timing Services, the MSTCA Cabinet, and the Massachusetts Track & Field Officials' Association.
 - i. Arrange for officials' attendance to be recorded and forwarded to Chief Financial Officer for payment of fees
 - j. Hire sufficient site staff as needed for safe and efficient meet operation
 - i. Announcer
 - ii. Line Clerks
 - iii. Ticket sales
 - iv. Ticket takers
 - v. Gate security
 - vi. Check-in table
 - vii. Spike check table
 - viii. Others as needed
 - k. Arrange for student workers for field events and provide shirts for these workers
 - l. Arrange entry process, timing services in consultation with the Director of Timing Services
 - i. Order sufficient bib numbers, hip numbers, and pins
 - ii. Arrange packet pickup
 - iii. Arrange for prompt distribution of results
 - iv. Online/mobile results
 - v. Posting at meet
 - m. Arrange for adequate equipment to be present at the site, in consultation with the Director of Equipment & Logistics and the facility staff

- n. Obtain awards and arrange for their distribution at the meet
- o. Arrange MIAA sanctioning as necessary
- p. Enforcement of all general MSTCA policies:
 - i. Catastrophic event plan
 - ii. Tent and drone policy
 - iii. Coaches' emergency contact policy
 - iv. Other emergency & safety policies as required
- q. Arranges for proper gate control and manages ticket sales (if any)
 - i. adequate staff hired
 - ii. tickets and coaches' wristbands ordered
 - iii. plans for collection and accounting of revenue
 - iv. prompt deposit of any cash fees
- r. Arranges the sale of T-shirts and other MSTCA items
 - i. adequate staff hired
 - ii. plans for collection and accounting of revenue
 - iii. prompt deposit of any cash fees
- s. Arrange for food for officials and other workers
- t. Manages any additional site- and event-specific details
- u. Provide an incident report if an athlete, official, or spectator is injured or falls ill at the event, or if any other incident involving health or safety occurs (for example, theft or harassment)
- v. Provide a post-season report to the Executive Committee for the July meeting discussing the conduct of all outdoor track meets during the season, any issues which arose, and a seasonal financial report. This report shall be provided to the Executive Committee members 5-7 days prior to the July meeting.
- w. Provide plans for the next outdoor season to the Executive Committee for the July meeting emphasizing any proposed changes to the MSTCA program. These plans shall be provided to the Executive Committee members 5-7 days prior to the July meeting.
- x. The DMO-OT is expected to attend all Cabinet meetings and may be asked to attend certain Executive Committee meetings where his input would be helpful.

The DMO-OT, in consultation with the President and Executive Board, may appoint representatives as needed to aid in fulfillment of these responsibilities, e.g. meet and/or site directors to handle day of meet operations when the DMO-OT is not personally present. However, the DMO-OT will have the ultimate responsibility in these areas.

Director of Meet Operations – Cross-Country

The Director of Meet Operations – Cross-Country (DMO-CC) is responsible for the overall operation and supervision of all cross-country competitions sponsored by the MSTCA. The DMO-CC serves as the meet director for each of these competitions. The duties of the DMO-CC include, but are not limited to, the following:

1. Serve as chair of the MSTCA Cross-Country committee
2. Securing all necessary sites and facilities, be the primary liaison with the facility owner
 - a. Create and sign contracts with the facility owner clearly outlining MSTCA responsibilities and facility owner responsibilities
 - b. Arrange for any landscaping, such as grass-cutting, filling in holes, etc. necessary for a safe course
 - c. Arrange for trash pickup & disposal on meet day
 - d. Arrange for official course measurement
3. Coordinate with local public safety (police, fire, EMT's) to ensure adequate coverage on the day of the event
4. Provide entry forms to the Director of Communication for distribution at least 3 months in advance of all MSTCA meets
5. Work with the Chief Financial Officer to ensure that meet revenues and expenses fall within the bounds established by the MSTCA budget
6. Hire sufficient athletic trainers for safe coverage of the event and inform them of their responsibilities
7. Hire an adequate number of officials in consultation with the Director of Timing Services
8. Arrange for officials' attendance to be recorded and forwarded to Chief Financial Officer for payment of fees
9. Hire sufficient site staff as needed for safe and efficient meet operation
 - a. Announcer
 - b. Course setup/breakdown
 - c. Parking staff
 - d. Check in table
 - e. Drivers for carts
 - f. Other auxiliary workers
 - g. Trash collection/disposal

10. Arrange entry process, timing services in consultation with the Director of Timing Services
 - a. Order sufficient bib numbers, pins, and chips
 - b. Arrange packet pickup
 - c. Arrange placement of timing mats
 - d. Arrange for prompt distribution of results
 - i. Online/mobile results
 - ii. Posting at meet

11. Arrange for adequate equipment to be present at the site, in consultation with the Director of Equipment & Logistics
 - a. Course markings
 - b. Start and finish line setup
 - c. Tents and tables for check-in, timing, refreshments, sale of clothing
 - d. Public address system
 - e. Lighting for Twilight Meets
 - f. Golf carts or Gators to lead and trail races
 - g. Course signs/markings/cones/flags
 - h. Water & cups
 - i. Trash bags
 - j. Vests for workers
 - k. Communication devices

12. Obtain awards and arrange for their distribution at the meet

13. Secure a sufficient number of portable toilets and arrange for their drop off and pickup

14. Arrange MIAA sanctioning as necessary

15. Enforcement of all general MSTCA policies:
 - a. Drone policy
 - b. Tent policy
 - c. Catastrophic event plan
 - d. Collection and organization of coaches' emergency contact numbers
 - e. Lightning safety
 - f. Other emergency & safety policies as required

16. Arranges for proper gate control and manages ticket sales (if any)
 - a. Adequate staff hired
 - b. Plans for collection and accounting of fees collected and prompt deposit of any cash fees in appropriate account

17. Arranges for adequate parking and manages parking operations
 - a. Adequate staff hired
 - b. Plans for collection and accounting of fees collected and prompt deposit of any cash fees in appropriate account
18. Arranges the sale of T-shirts and other MSTCA items
 - a. Adequate staff hired
 - b. Plans for collection and accounting of fees collected and prompt deposit of any cash fees in appropriate account
19. Manages any additional site- and event-specific details
20. Provide an incident report if an athlete, official, or spectator is injured or falls ill at the event, or if any other incident involving health or safety occurs (for example, theft or harassment)
21. Provide a post-season report to the Executive Committee for the December meeting discussing the conduct of all cross-country meets during the season, any issues which arose, and a seasonal financial report. This report shall be provided to the Executive Committee members 5-7 days prior to the December meeting.
22. Provide plans for the next cross-country season to the Executive Committee for the December meeting emphasizing any proposed changes to the MSTCA program. These plans shall be provided to the Executive Committee members 5-7 days prior to the December meeting.
23. The DMO-CC is expected to attend all Cabinet meetings and may be asked to attend certain Executive Committee meetings where his input would be helpful.

The DMO-CC, in consultation with the President and Executive Board, may appoint representatives as needed to aid in fulfillment of these responsibilities, e.g. meet and/or site directors to handle day of meet operations when the DMO-CC is not personally present. However, the DMO-CC will have the ultimate responsibility in these areas.

Director of Special Events

The Director of Special Events is responsible for all non-competition events conducted by the MSTCA. Specifically,

1. The Annual MSTCA New England Clinic
2. The Do-It Clinic
3. The Annual MSTCA Awards Banquet
4. The Athlete Hall of Fame Luncheon and Induction Ceremony
5. The MSTCA Coaches Hall of Fame
6. The MSTCA Coach of the Year Awards
7. The Frank Mooney Athlete of the Year Awards
8. The Frank Kelley Adversity Awards
9. The Director of Special Events, in consultation with the President and Executive Committee, may appoint representatives as needed to aid in fulfillment of these responsibilities, for example, a Do-it-Clinic Director or a Hall of Fame Director. However, the Director of Special Events will have the ultimate responsibility in these areas.

Director of Logistics & Equipment

The Director of Logistics is responsible for the acquisition, maintenance, storage, and use of all MSTCA equipment. S/he will keep an updated inventory of all MSTCA equipment and propose purchases and/or rentals as needed to the DMOs, CFO, Cabinet, and Finance Committee. S/he will arrange for transportation of necessary equipment (with the potential exception of timing equipment) to all MSTCA meet locations. In coordination with the Directors of Meet Operations, s/he will arrange for the set up and break down of necessary equipment (with the exception of timing equipment) to all MSTCA meet locations, or will assign others to do so. The Director of Logistics will also serve as the point person for setting up all Cross Country courses to the satisfaction of the Cross Country DMO.

Director of Communications

The Director of Communications is responsible for keeping all MSTCA members informed of upcoming events, results, minutes of meetings, and all other MSTCA information. The duties shall include:

1. Maintaining an email distribution list consisting of current members and mailing notices to the membership (with deadlines, accolades, voting, records, retirements, obituaries, other membership privileges, etc)
2. Serving as the website coordinator
3. Notifying committees of upcoming meetings
4. Social media outreach
5. Coordinating with the Bay State Running webmasters
6. Coordinating with other media members (i.e. newspaper reporters, etc)
7. The Director of Communications, in consultation with the President and Executive Committee, may appoint representatives as needed to aid in fulfillment of these responsibilities, for example, a webmaster or a social media team. However, the Director of Communications will have the ultimate responsibility in these areas.

Director of Marketing and Business Development

The Director of Marketing will have the primary responsibility for Sponsor recruitment and relationships. Areas of responsibility include:

1. Sponsor recruitment
2. Sponsor relationships
3. Fundraising
4. Scholarship/Campership operations
 - a. Organize the application process
 - b. Organize/supervise the award process
5. The Director of Marketing, in consultation with the President and Executive Committee, may appoint representatives as needed to aid in fulfillment of these responsibilities, for example, a Scholarship Coordinator. However, the Director of Marketing will have the ultimate responsibility in these areas.

Chief Financial Officer

The CFO is primarily responsible for the finances of the organization and each of its events. Areas of responsibility include:

1. Payroll
2. Taxes
3. All accounts receivable and payable
4. Cash flow management
5. Preparation of overall MSTCA annual budget in consultation with the Finance Committee. A proposed budget for the next fiscal year will be shared with the Executive Committee 5-7 days prior to the June meeting.
6. Creating a final budget report at the conclusion of each fiscal year and providing this report to the Executive Committee 5-7 days prior to the September meeting.
7. Providing the Finance Committee with all necessary documents and other information to support their decision process.
8. Providing the Executive Committee with a financial report at the conclusion of each season
9. Working with meet and event directors to prepare and stay within event-specific budget targets
10. Maintaining an overview of the financial position of the organization
11. Savings & Investments
12. Coordination with outside accountants
13. The CFO, in consultation with the President and Executive Committee, may appoint representatives as needed to aid in fulfillment of these responsibilities. However, the CFO will have the ultimate responsibility in these areas.

Cabinet Chair

The Cabinet Chair is responsible for managing the daily operations of the organization “as a whole.” S/he should serve as the primary organizer and facilitator for the other paid positions. Primary responsibilities of the Cabinet Chair include:

1. Smooth running of daily MSTCA operations including
 - a. scheduling meetings
 - b. facilitating communication among the Cabinet members
 - c. providing support to Cabinet members as needed
2. Submitting the required filings for state and federal governments
3. Insurance
4. Use and operation of the MSTCA headquarters
5. Managing the MSTCA's relationships with outside accounting firms, lawyers, and other advisors
6. Supporting the President's efforts to maintain positive relationships between the MSTCA and other relevant groups and organizations.
7. The Cabinet Chair will either serve as one of the MSTCA representatives to the MIAA T&F Committee or will appoint another member of either the Executive Board, Cabinet, or Board of Trustees to serve in his place.
8. The Cabinet Chair will be chosen from the Cabinet members annually by a vote of the Cabinet members. The exception will be that the MSTCA President is not eligible to be Cabinet Chair. The Cabinet Chair, in consultation with the President and the Executive Committee, may appoint representatives as needed to aid in fulfillment of these responsibilities. However, the Cabinet Chair will have the ultimate responsibility in these areas.