

# Rochester Cross Country Ski Foundation

## Policies and Procedures for Functions

Approved: 03Jan06

### 1. History

Founded in 2005 as a not-for-profit organization, the Rochester Cross Country Ski Foundation (RXCSF) was created to address the issues limiting the growth of XC Ski Sport in the Greater Rochester NY area. The issues included:

- Despite plentiful local snowfall, XC Skiing participation remained a niche activity.
- Ski sport, including racing and mass participation events, was virtually non-existent.
- Ski trail development and grooming to support ski sport was informal and inconsistent. Trail multi-use issues had become a significant issue. No warming or rest facilities existed at major trail locations.
- No comprehensive clearinghouse existed for XC Ski education and equipment

RXCSF was designed to leverage the strengths of existing local ski-related organizations, linking the groups for synergy and also adding functions as needed to address the above issues.

RXCSF was founded on the premise that a collaboration of Government, Business and Individual/Family Skiers is not only possible but essential to secure the local future of XC Ski Sport.

### 2. Purpose

RXCSF was formed for athletic, educational, and charitable purposes. RXCSF aims to foster the development of recreational and amateur competition in sports, most especially that of cross country skiing, promoting year round healthy lifestyles for the community.

Therefore, the Corporation sets out to achieve its mission in the following ways:

1. Provide a structure for the development of cross country ski recreation, sport, and racing for all ages and abilities.

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2. Improve access to safe, well maintained cross country skiing trails and facilities, primarily those of local parks, as needed to support development of the sport. Such progress entails expanded and enhanced trail development, including, but not limited to improvements in skier safety, snow grooming, track-setting, and reporting of snow conditions.
3. Promote public awareness of and encourage participation in cross country skiing to support development of the sport, for example, through the distribution of a newsletter and the offering of clinics and other training programs open to the general public.
4. Serve as the coordinating organization for cross country skiing in the Greater Rochester New York region, and to both establish and expand already present links to regional, state, and national entities.

RXCSF will work to bring greater attention to the world of cross country skiing, thereby hoping to increase participation on local, state, national, and international levels. Regardless of abundant snowfall in Western New York, in particular Rochester, cross country skiing has remained an isolated activity. Through the creation of both mass participation and racing events, the improvement of ski trail development, the building of facilities on trails for the use of skiers, and the formation of this organization to provide education about the sport, the Corporation will help Rochester transform into a more “ski-friendly” community.

## 3. Functional Structure, Roles and Processes

1. RXCSF Functions – RXCSF will consist of discrete Functions that each have unique scopes, goals and responsibilities as established by the Board with input from the Function Leader. The Functions are established to perform specific roles to fulfill RXCSF’s overall Purpose and must collaborate with other Functions and Affiliates to successfully accomplish this. The specific RXCSF Functions are:
  - **Trails and Facilities** – Including ski trail development & grooming.
  - **Education** – Including instruction, skier development, and instructor/coach/race official development.
  - **Membership** – Including communications and public relations.
  - **Sponsorship** – Including role as liaison to government and business.
  - **Events** – Including event promotion and management.
  - **XCRochester** – Junior/Citizen Race and Development Team.
  - **Youth Ski League** – U13 learn-to-ski and race.

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2. Functional Leader Roles and Responsibilities – Each Function shall have a Leader nominated and approved by the incumbent Board. In addition to responsibilities associated with Board membership, the Leader is responsible to:
  - a. Define and populate the Functional Committee.
  - b. Assure the Function has input into the RXCSF Purpose, Bylaws, Budgets and 1/3/10 Year Plans.
  - c. Assure that the Function has specific Action Plans for the current year with clear responsibility and date requirements.
  - d. Conduct regular Committee meetings in a fair and impartial manner, setting the agendas and assuring the minutes are recorded.
  - e. Lead the Function in all ways at all times, assure that the Action Plans are properly executed.
  
3. Functional Committees Roles and Responsibilities – Each Functional will have a Committee, with responsibility to work together to perform the specific roles to fulfill RXCSF’s overall Purpose. The Committee must collaborate with other Functions and Affiliates to successfully accomplish this role. It is expected that Committees include representatives from Affiliates as applicable. Specific responsibilities of Committee Members include:
  - a. Attend all Committee Meetings. A quorum of 2/3rds of the Committee is required for decision making purposes, with a majority vote required to pass all decisions.
  - b. Respect the RXCSF Purpose, Bylaws and Budget.
  - c. Participate in the creation of the Function’s Action Plans and in their execution. This may include a specific Function Budget.
  - d. Establish any additional Membership fees. Manage all targeted fees, contributions and sponsorships along with expenses to meet Functional Budget.
  - e. Work harmoniously with other Committee Members, Board Members and general Members of RXCSF and Affiliates.
  - f. Assure proper transition to new Committee Members.
  
4. Functions Scope, Goals and Responsibilities
  - a. **Trails and Facilities**
    1. Scope - Ski Trail development and grooming, including development of structures for safety, comfort and storage.
    2. Goals – Act as the primary Function responsible to address the need to improve access to quality XC ski trails and facilities. Specific goals to be defined in RXCSF 1/3/10 Year Plans.
    3. Responsibilities:
      - a. Identify and implement a specific Facilities Development Plan. To be updated, approved and communicated annually (at a minimum).
      - b. Identify and execute an annual Trail Grooming Plan. The Grooming Plan must be coordinated with all RXCSF Functions

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and Affiliates, and also other entities such as Parks Departments, to assure adequate and safe groomed trails are in place for all RXCSF Events and Activities.

c. Other as defined by the Board.

## **b. Education**

1. Scope – Includes all levels of skier instruction and racer development/coaching, including development of instructors, coaches and race officials. (Note that Affiliates are still expected to maintain individual instruction and coaching programs.)
2. Goals – Primary Function responsible to assure implementation of a comprehensive XC Ski Education Program that results in improved skier safety, enjoyment and performance. Specific goals to be defined in RXCSF 1/3/10 Year Plans.
3. Responsibilities:
  - a. Identify and implement a specific XC Ski Education Program, linking the resources of all RXCSF Functions and Affiliates to accomplish the specified goals. Plan to be updated annually.
  - b. Identify and implement a specific Instructor, Coach and Race Officials Development Program, using all available resources to assure the Education Program can be properly executed. Plan to be updated annually.
  - c. Other as defined by the Board.

## **c. Membership**

1. Scope – Includes membership management and communications/public relations, with responsibilities such as the RXCSF Website and Newsletter. (Note that Affiliates are still expected to maintain individual membership and communication plans as applicable.)
2. Goals – Primary Function responsible to assure implementation of a comprehensive Membership and Communications Program that results in improved public awareness of and participation in XC Skiing. Specific goals to be defined in RXCSF 1/3/10 Year Plans.
3. Responsibilities:
  - a. Identify and implement a specific RXCSF Membership Development Program, with scope to include all RXCSF Affiliates and linking the resources of all RXCSF Functions and Affiliates to accomplish the specified goals. Plan to be updated annually.
  - b. Meet annual membership targets.
  - c. Other as defined by the Board.

## **d. Sponsorship**

1. Scope – Includes responsibility to secure sponsorship for all RXCSF Functions in a coordinated manner. Includes role as primary liaison to

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government, business and corporate entities. May also help to secure joint sponsorship for RXCSF Affiliates.

2. Goals – Secure sufficient sponsorships to allow RXCSF to accomplish the stated Purpose. Sponsorships must be ethical and consistent with sound environmental practices.
3. Responsibilities:
  - a. Identify and implement a specific RXCSF Sponsorship Development Program, with scope to include all RXCSF Affiliates and linking the resources of all RXCSF Functions and Affiliates to accomplish the specified goals. Plan to be updated annually.
  - b. Meet annual financial/fundraising targets.
  - c. Other as defined by the Board.

## **e. Events**

1. Scope – Includes planning, promotion and execution of significant RXCSF events. May include races, participation and/or fundraising events. May also provide event management role for RXCSF Affiliates.
2. Goals – Develop a comprehensive Events Plan for the Greater Rochester area, consistent with the stated RXCSF Purpose. Execute the plan efficiently, with satisfied customers. Consistently grow participation in XC events. Generate monetary surplus to be used for other RXCSF Functions such as Facilities and Education.
3. Responsibilities
  - a. Identify and implement a specific RXCSF Events Development Program, with scope to include all RXCSF Affiliates and linking the resources of all RXCSF Functions and Affiliates to accomplish the specified goals. Plan to be updated annually.
  - b. Promote and execute events with high degree of professionalism to assure participant satisfaction.
  - c. Meet annual financial/fundraising targets.
  - d. Other as defined by the Board.

## **f. XCRochester**

1. Scope – Includes the XCRochester Race Team, Junior Development Group and Adult Development Group.
2. Goals – Promote RXCSF Mission via performance in area, regional, national and international XC Ski competitions. Assure consistent and world class competition training opportunities for all area junior, senior and masters racers.
3. Responsibilities
  - a. Identify and implement a specific RXCSF Ski Racer Development Program, with scope to include all RXCSF Affiliates and linking the resources of all RXCSF Functions

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and Affiliates to accomplish the specified goals. Must address the needs of racers of all ages. Plan to be updated annually.

- b. Select and manage the XCRochester Race team.
- c. Select and manage XCRochester Junior and Adult Development Groups.
- d. In cooperation with the Education Function, plan and participate in a series of annual training camps/day clinics to promote RXCSF, its affiliates and sponsors. Promote and execute events with high degree of professionalism to assure participant satisfaction.
- e. Assure that RXCSF is represented at USSA Mid Atlantic, NYSSRA and other significant races in New York State to the max extent possible, including participation in NYSSRA Championship events.
- f. Other as defined by the Board.

## **g. Youth Ski League**

1. Scope – Includes chapter(s) of New York State Ski Racing Association’s (NYSSRA) Bill Koch Youth Skiing Program. NYSSRA's Nordic's Bill Koch Youth Ski League programs are formed to get kids and families out of doors to enjoy winter; share the fun of Nordic ski sport; and benefit from the fitness that fun and games provide.
2. Goals – To introduce as many youth as possible to the sport of cross country skiing, to ensure both lifelong participation and to develop potential participants for ski racing in statewide competitions such as the Empire State Winter Games, Junior Olympic qualifiers, and other national and international competitions.
3. Responsibilities
  - g. Identify and implement a specific 13 and under Skier Development Program, with scope to include all RXCSF Affiliates and linking the resources of all RXCSF Functions and Affiliates to accomplish the specified goals. Must address the needs of all applicable ages and abilities, including both learn-to-ski and learn-to-race. Plan to be updated annually.
  - h. Identify and execute a Membership and Participation growth plan, with objective to spread participation to all geographic areas of Rochester and increase participation levels in existing areas.
  - i. Meet Membership and Participation targets.
  - j. Assure that RXCSF’s youth ski program is represented at USSA Mid Atlantic, NYSSRA and other significant races in New York State to the max extent possible, including participation in and sharing the responsibility of hosting routine and championship events.

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k. Other as defined by the Board.