

THE C&O CANAL ASSOCIATION

Leadership Directory



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Preface

This document has been developed as an aid to recruiting and training individuals who wish to serve in leadership positions in the C&O Canal Association. Its purpose is to ensure that individuals who are recruited for or appointed or elected to committee chairs, the board of directors, or officer positions in the Association are aware of:

- their authority under the governing documents of the Association;
- the duties and responsibilities of their position; and
- the time and skill requirements for their position.

The Association's aim in making this directory available is to ensure that

- prospective leaders have not only the desire to serve, but also understand the time and skills requirements necessary to serve successfully; and
- all essential duties and responsibilities of the leadership positions are clearly identified, so that no essential task "falls through the cracks" during an individual's tenure or during the transition from one leader to another.

The C&O Canal Association hopes that this document will inspire members to seek leadership positions where their specific knowledge, skills, and abilities will enable them to help lead the Association in the achievement of its goals.

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Introduction

The Chesapeake and Ohio Canal Association (COCA) traces its origins to the group that Supreme Court Justice William O. Douglas established in 1954 to save the Canal from development as a highway and to preserve it for the public and for future generations.

Justice Douglas and a band of companions challenged the opinion-shapers of the day to walk with them and come over to the view that the C&O Canal should be a national park, not a highway. They were among the few who realized that the scenic and historic canal along the Potomac was a national treasure worth preserving. The hike, a grueling eight-day trek from Cumberland to Washington, won the public's attention and approbation. Douglas and his hiking group decided to form the C&O Canal Association to carry forward an extended campaign for the canal park. The Association held annual "reunion" hikes for all comers to promote the park idea and called upon Congress to pass legislation establishing a C&O Canal National Historical Park. It took seventeen years of hiking and lobbying before the goal was achieved on January 8, 1971 with the signing of the bill by President Richard Nixon creating the Chesapeake and Ohio Canal National Historical Park.

Mission

The C&O Canal Association is an all-volunteer, independent organization of citizens dedicated to preserving and protecting the historical and natural resources of the 184-mile-long Chesapeake and Ohio Canal National Historical Park (hereinafter referred to as "the Park").

Our Association was founded in 1954 by participants of the historic hike led by Supreme Court Justice William O. Douglas to bring public attention to preserving the canal right-of-way. Later, we took the lead in the campaign that created the Park in 1971. Today, we work with, and serve as an unofficial partner of, the Park. We also work closely with many community and regional organizations concerned with the canal.

What we do:

- We work/partner with the Park and other organizations to maintain and restore the canal's historic structures.
- We help ensure the continuity and safety of, and public access to, the towpath stretching from Washington, D.C. to Cumberland, Md.
- We advocate for the continued viability of the Park.

How we do this:

- We provide funding to help maintain and restore the canal's historic structures, such as aqueducts, locks, culverts, and lock houses.
 - We initiate projects by providing financial assistance to the Park and coordinating funding with other organizations. These funds come from large and small donations we receive from our members and the general public.
 - Our volunteers provide thousands of hours of work each year to ensure the accessibility, safety, and enjoyment of the towpath through a variety of organized activities, such as our level-walker program, invasive plant removal, and work parties.
 - We educate the public about the canal. We lead and sponsor hikes, bike trips, paddle trips, open houses, and nature walks in an effort to educate participants and bring attention to the Park. We research canal history and publish the findings.
 - Our status as an unofficial park partner allows us to advocate independently on behalf of the Park.
-

In 2017, the Board charged the Special Projects Committee with development of a strategic plan for the Association. At its February 2019 meeting, the Board approved the initial plan that covers 2019-2021. The Special Projects Committee is responsible for maintaining and updating the plan, and for presenting updates to the Board for its approval.

Membership in COCA is open to all persons with an interest in the C&O Canal National Historical Park and the Potomac River Basin. The board of directors sets dues for individual, family, and patron membership, assessed on a calendar-year basis (ending December 31), and include a subscription to the newsletter, *Along the Towpath*. Dues should be mailed to the C&O Canal Association, PO Box 366, Glen Echo, MD 20812-0366, or paid online when joining or renewing online.

The Association advocates for the Canal by communicating with local organizations, stakeholders, and local and national elected officials to make them aware of the needs of the Park. The Association also works with other organizations to gather support for Park projects. The Association submits comments on Park proposals, sometimes in favor of and at other times opposed to the Park's position.

The Association receives donations from members and others. The funds are used to support the Park by purchasing materials for VIP (Volunteers in the Park) projects, Swains Lock Stewardship, and other projects repairing, maintaining, and enhancing sites along the Canal. Funds are also used to

help the Park complete projects or receive matching funds. Association members contribute many volunteer hours to maintaining the towpath and sites along it and monitoring conditions throughout the Park.

The Association sponsors many educational activities for the enjoyment of Canal users. COCA offers many types of hikes along the Canal. There are frequent short hikes with expert guides to explain the history of the Canal and the artifacts found along it. Many hikes focus on natural phenomena such as plants, animals, insects and geological formations. Other activities include a thru bike ride and paddle trips (some of which include camping).

Both COCA members and non-members are invited to participate in these activities which are posted on the Association web site (candocanal.org) and in the newsletter. Most events are free, but where necessary a small fee is charged. Participants will be asked to sign a hold-harmless waiver before the start of the event.

The old canal company assigned level walkers to sections of the towpath. Their job, in part, was to make minor repairs and report the need for other repairs. Today, our Association divides the Canal into 69 levels, each two to four miles in length. Our level walkers volunteer to walk their levels one or more times a year. Level walkers pick up trash, observe flora, fauna, park visitors, and parked vehicles. They report on the condition of historic structures and hazards such as downed trees and towpath potholes. Level walkers put data they collect and their volunteer hours on a standard form. This information is shared with the Park.

COCA is a non-profit organization as defined by section 501(c)(3) of the Internal Revenue Code. Dues and donations are tax deductible to the fullest extent allowed by law. A copy of our current financial statement is available on the Association website. Documents and information submitted to the State of Maryland under the Maryland Charitable Solicitations Act are available from the Office of the Secretary of State for the cost of copying and postage.

COCA also maintains a telephone number for information and inquiries: 301-983-0825. The phone number is connected to a voice mail box. It does not ring anywhere. The Association rents Post Office Box 366 in Glen Echo and uses it as a permanent address. COCA uses information technology to help with administrative tasks and further its mission. These include:

- WordPress as the content management software for its website at <https://candocanal.org/>.
- Facebook and Instagram as social media tools.

- Wild Apricot membership management software as the repository for membership records and as the mechanism for broadcast emails.
- PayPal for online payment transactions.
- QuickBooks as the accounting software package.

Association By-Laws and Standing Rules can be found on the website at <https://candocanal.org/bylaws/>.

Articles of Incorporation can be found on the website at <https://candocanal.org/wp-content/uploads/2020/04/Articles-of-incorporation-1985.pdf> .

Organization

Officers

The following officers are elected for a one-year term by the membership of the Association at the Annual Meeting.

- President
- First Vice President
- Second Vice President
- Secretary
- Treasurer
- Information Officer

The officers function under the authority outlined in Article II and IV of the bylaws. They are all subject to the term limitations identified below.

Officers are expected to attend and participate in all meetings of the Board of Directors and the annual membership meeting.

Board Of Directors

The Board of Directors is comprised of the six officers of the Association and fifteen (15) directors. It is established in Article II, section 1, of the Association's bylaws and functions under the authority of Article IV of the bylaws.

The directors function in accordance with Article II and IV of the bylaws. Five members of the board are elected each year by the membership of the Association to three-year terms.

Executive Committee

Article V of the bylaws specifies that the officers shall constitute an Executive Committee, which the Board of Directors may authorize it to perform, between meetings of the board, such duties as the Board may from time to time deem expedient. The Executive Committee meets at the call of the president or upon the request of three of its members and reports any action it has taken at each meeting of the board. The Executive Committee also acts in cases of urgency that require action before the board of directors can meet in regular or special session.

Term Limitations

All officers and directors are eligible for re-election for up to nine consecutive years. This may be a combination of terms as an officer and director. An officer or director upon completing nine consecutive years must step down for at least one year before becoming eligible to be elected again. Chairs of standing committees serve as designated in the bylaws. Where not specified in the bylaws, the chairs of standing and other committees serve at the pleasure of the president with no specific term limit.

Elected Office Descriptions

President

Updated: 2022

Authority

The position of President of the Association is established in accordance with Article II, section 1, of the Bylaws.

Duties & Responsibilities

The president shall be the chief elected officer of the Association. The president shall preside at meetings of the Association, the Executive Committee, and of the Board of Directors, and shall be a member ex-officio of all committees except the nominating committee. The president shall also, at the Annual Meeting and at such other times as might be deemed proper, communicate to the membership or the Board of Directors information or proposals to help in achieving the purposes of the Association.

The president shall meet with the superintendent of the C&O Canal National Historical Park to discuss issues regarding the Association and the Park as frequently as necessary. The president shall offer assistance, financial or in other appropriate ways, to the Park to ensure the Park is positioned to undertake actions necessary for the good of the Park.

The President:

- Appoints necessary committees;
- Represents the Association in a variety of forums;
- Responds on behalf of the Association to issues raised by the Park and other stakeholders;
- Responds to media inquiries;
- Plans and chairs board and general meetings;

- Adheres to the Association’s Articles of Incorporation and bylaws and assures the integrity of the board process;
- Reviews financial reports and to advise the board of these reports and any necessary actions by the board.
- Reserves meeting rooms for board meetings
- Is responsible for the agenda for board meetings
- Signs thank you letters to donors
- Prepares and sends thank you emails to those who donate online (could be delegated).
- Contact the Park representatives in advance of board meetings with topics for discussion.

Required Skills Leadership, public speaking, meeting management

Time Requirements 30-40 hours per month

First Vice President
Authority

Updated: 2022

The position of First Vice President of the Association is established in accordance with Article II, section 1, of the bylaws.

Duties & Responsibilities

The First Vice President provides input and helps determine the priorities and direction of the Association.

The First Vice President shall represent the Association and perform any and all duties required of the President during his or her absence.

The incumbent is a member of the Executive Committee and the board of directors and performs such other duties as may be assigned by the president. The First Vice President succeeds to the office of president if that office becomes vacant through death or resignation, serving until a new president is elected at the next Annual Meeting.

Required Skills Leadership and communication abilities.

Time 10-15 hours a month
Requirements

Second Vice President

Updated: 2022

Authority

The position of Second Vice President of the Association is established in accordance with Article II, section 1, of the bylaws.

Duties & Responsibilities

The second vice-president of the Association is a member of the Executive Committee and the board of directors. This requires attendance and participation at executive committee and board of directors meetings or activities.

As an officer, the second vice-president provides input and helps determine the priorities, responsibilities, vision, and direction of the Association. The second vice-president supports the president, first vice-president, board, and Association as appropriate in other activities.

Required Skills

Leadership and communication abilities

Time Requirements

5-10 hours a month

Secretary

Updated: 2022

Authority

The position of Secretary of the Association is established in accordance with Article II, section 1, of the Bylaws.

Duties & Responsibilities

The secretary is a member of the Executive Committee and the Board of Directors.

The secretary:

- Attends Board meetings and the Annual meeting, and records proceedings.
- Prepares minutes of each Board meeting and the Annual meeting that include copies of the reports submitted by Committee Chairs.
- Emails out a draft of the minutes to Board members and Committee chairs as soon as possible after each Board meeting and the Annual meeting.

- Accepts corrections to the minutes from Board members and Committee chairs.
- Emails a draft agenda to the President two weeks before each meeting to insure that all items the President wishes to address are listed on the agenda and to verify the name of the Park employee who will attend the Board meeting.
- Emails out the agenda and the draft minutes (with any corrections) to Board members and Committee Chairs a week before each meeting, asking Committee Chairs to email the Secretary a copy of their committee reports.
- Should a Board member or a Committee Chair not have access to email, mails draft minutes and agendas to the individuals.
- Maintains electronic files for each Board meeting and the Annual meeting that include the minutes and the Committee Chair reports.
- After the Board approves a set of minutes, uploads the minutes and the attached Committee Chair reports to the Association's Minutes folder on Dropbox.
- Maintains an official binder with the approved minutes of meetings, written Committee reports, and with other material from the meetings.
- Determines when to send official binders to the Association's archives housed in George Washington University's Gelman Library. Even though minutes and Committee reports are kept electronically, the Secretary may want to keep paper files awhile before submitting them to the Archives.
- Ensures that all incoming Board members and Committee Chairs sign the Association's conflict of interest statement; maintains the Association's file of conflict of interest statements.

Required Skills Written communication skills.

Time Requirements The duties of the secretary require approximately ten (10) hours per month.

Treasurer

Updated: 2022

Authority

The position of Treasurer of the Association is established in accordance with Article II, section 1, of the bylaws.

Duties & Responsibilities

The Treasurer is an officer of the Association and is a member of the board of directors and the Executive Committee and is a member of the Finance Committee, not necessarily the chairperson.

The Treasurer is entrusted with the custody and control of all funds and accounts of the Association and keeps them safely and accounts for them in accordance with procedures approved by the board of directors and as required by Federal and State regulations. The Treasurer cannot disburse funds except by authorization of the board of directors and must be bonded for a sum sufficient to protect the Association from loss. The approved operating budget constitutes authority to make disbursements for all expenses covered by the budget.

The Treasurer:

- maintains a double-entry bookkeeping system, including a journal, a general ledger, and such subsidiary books and records as are required; (COCA currently uses QuickBooks as the accounting software package)
- collects all revenue, including income from membership dues, donations, sales, and activity fees;
- deposits all revenue in the Association's bank accounts;
- works with the manager of the COCA PayPal account to transfer funds to the Association bank account;
- uses the spreadsheet provided by the PayPal manager to update the accounting system;
- maintains a permanent register to record all cash and checks received and deposited in the bank;
- records all dues payments and donations received;
- is responsible for all disbursements, whether by handwritten check, bank-generated check, or debit card; (In special cases, he may delegate the responsibility for making a payment to another officer.)
- records each disbursement on a voucher, enclosing invoices and/or receipts;

- reconciles the checkbook to the bank statement on a monthly basis;
- acts as chairman of the Finance Committee or works with the chairman:
 - prepares the call for estimates for the annual operating budget;
 - formulates the proposed annual operating budget, based on the estimates received from other officers and committee chairs;
 - reviews the proposed annual operating budget with the members of the Finance Committee;
 - prepares the Finance Committee budget report to the board of directors for presentation at the December board meeting;
 - prepares amendments to the adopted budget as needed during the year, and submit the same " to the board of directors for approval;
- maintains the inventory of sales items and/or records of those items assigned to the custody of others.
- forwards information about contributors to Association funds to the person designated to prepare letters of acknowledgment on a timely basis;
- submits a quarterly listing of the names of all contributors to Association funds to the editor of *Along the Towpath* for publication in the newsletter;
- makes available all books and records to the Auditing Committee;
- reports on the financial condition of the Association when requested by the president or the board of directors, including at each regular meeting of the board;
- prepares and distributes a financial report for the previous fiscal year (consisting of a balance sheet showing assets, liabilities, and fund balances; profit and loss statement; and such other statements as required) to the board of directors at its February meeting, and to the general membership at the Annual Meeting;
- prepares similar statements on a bi-monthly basis for distribution at meetings of the board of directors;
- make the annual report available for publication on the website;
- maintains custody of the Association's Articles of Incorporation;

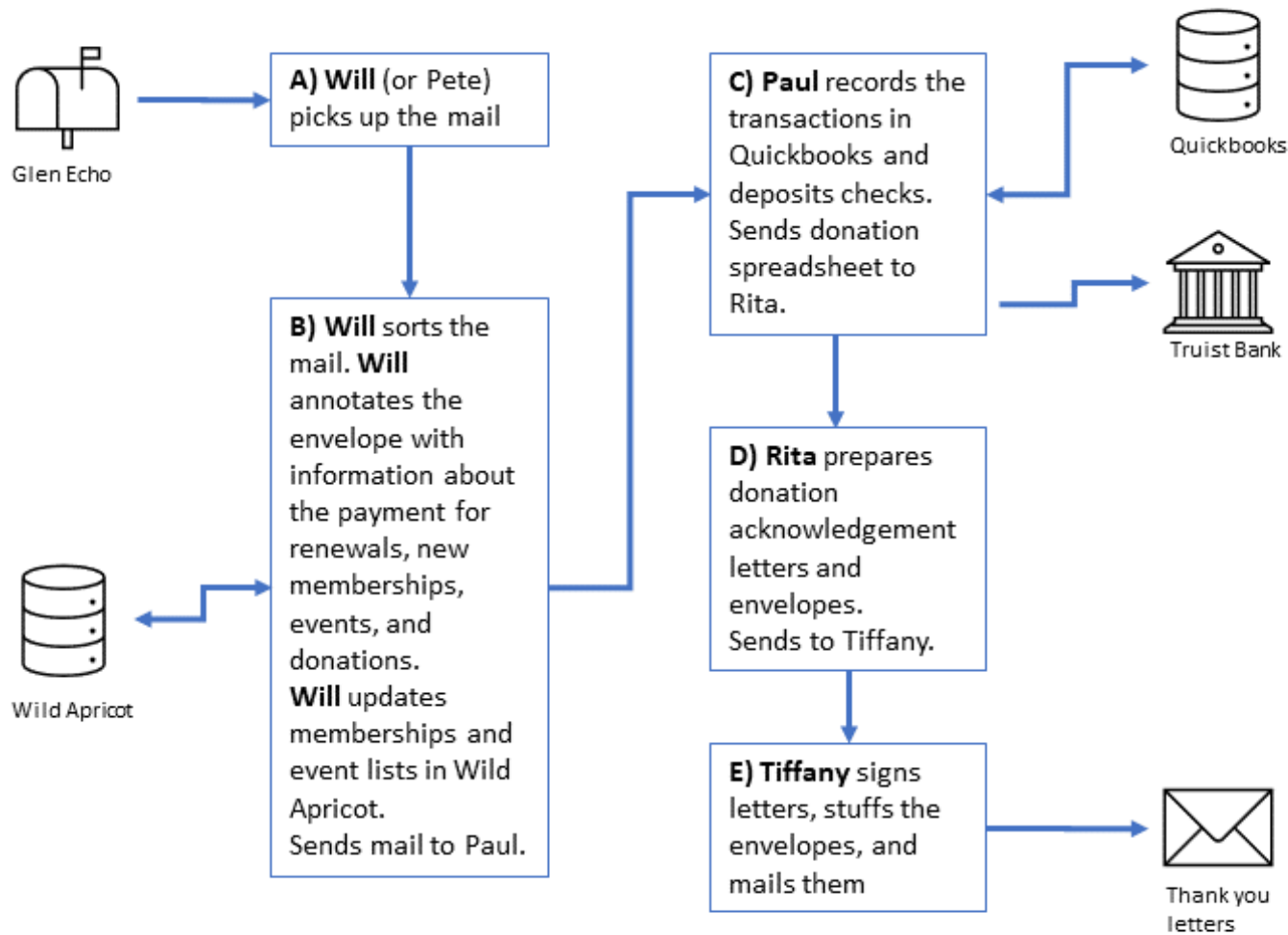
- prepares and submits Form 990 or 990EZ to the Internal Revenue Service annually by the date required by law;
- prepares and submits Maryland Personal Property tax return to the Maryland Department of Assessments and Taxation annually by the date required by law;
- prepares and submits Maryland Charitable Organizations Registration forms to the Secretary of State annually by the date required;
- prepares and submits Maryland Sales and Use Tax return to the Comptroller of Maryland by the date required; and
- is responsible for such other duties as may arise or be subsequently assigned.

Required Skills The incumbent must possess a basic knowledge of double-entry bookkeeping.

Time Requirements The duties of the treasurer require approximately 40 hours per month.

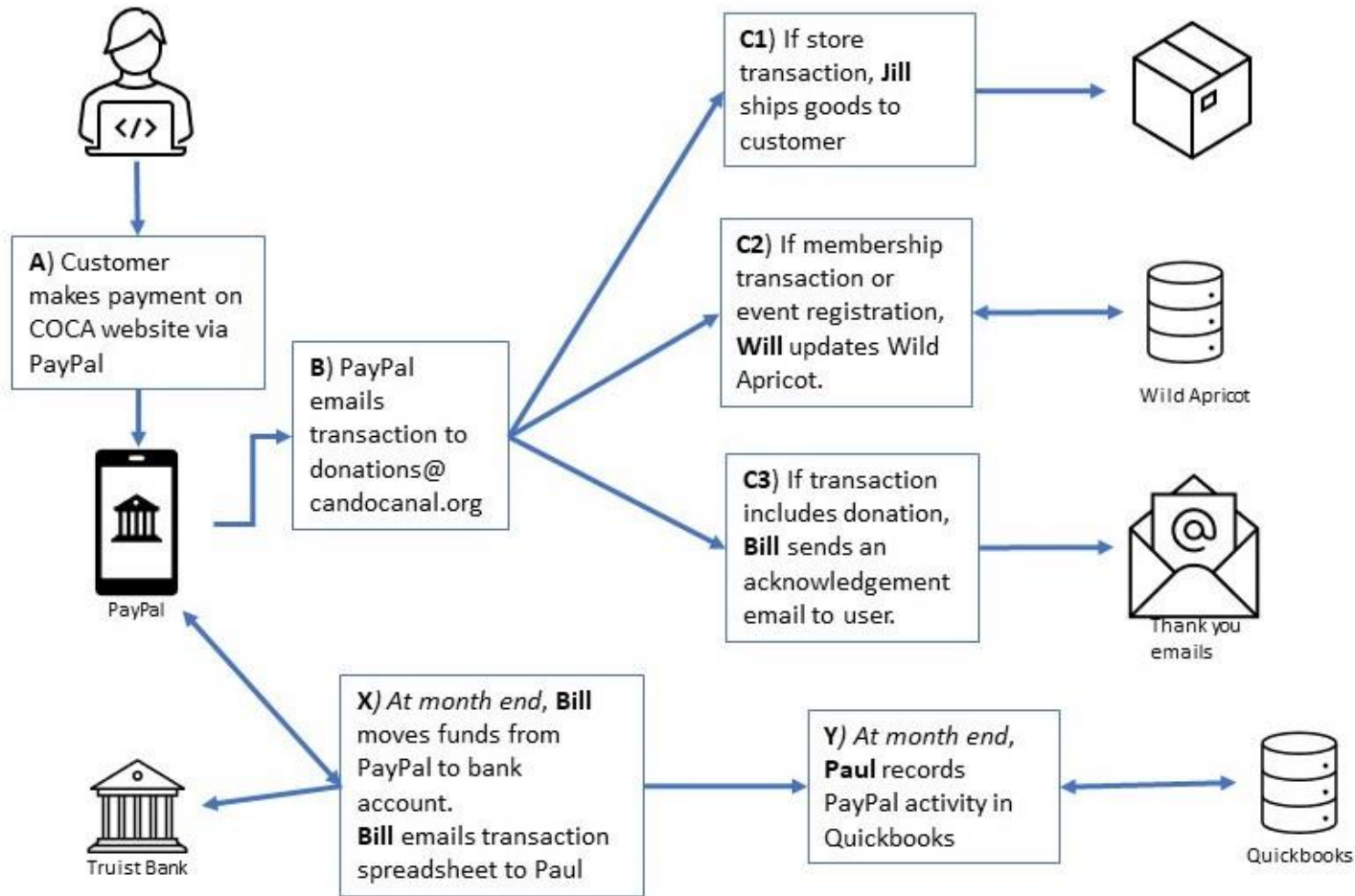
The diagrams on the next two pages illustrate the procedures for handling check payment and PayPal payments

COCA check handling – June 2022



Note: Will is the membership chair. Paul is the treasurer. Rita is the volunteer who prepares donation acknowledgements. Tiffany is the president.

COCA PayPal payment handling – June 2022



Note: Bill is the PayPal manager. Jill is the store manager. Will is the membership chair. Paul is the treasurer.

Information Officer

Updated: 2010

Authority

The position of Information Officer of the Association is established in accordance with Article II, section 1, of the bylaws.

Duties & Responsibilities

The information officer serves as the Chair of the Public Relations and Publications Committee.

The Information Officer:

- distributes such information about the Association as the board of directors and the president, or other officers of the Association shall request to be circulated and such other information as the information officer determines shall further the goals and purposes of the Association;
- issues press releases to area media as appropriate including newspapers, TV, and radio and other interested organizations such as The Potomac Conservancy, Friends of Historic Great Falls Tavern, and Nature Conservancy. Subjects of the releases should normally include such COCA events as hikes, canoe trips, and volunteer activities, unless the event leader considers publicity inappropriate;
- updates COCA's recorded telephone message as needed;
- responds to any significant voice mail messages, or refer them to an appropriate source of information;
- attends to the miscellaneous printing, copying, supplies, and postage budgeted for information officer;
- directs the activities of the Association's webmaster (who serves as liaison with entity that maintains Association Web Site domain registration), and includes fees for domain registration and monthly website fees in budget;
- provides input to information on the Web site;
- ensures that the website remains current and sends the webmaster new content as appropriate;
- prepares proposed budget for the information officer's expected expenditures for the year;
- submits bills for information officer activities to the treasurer of the Association;

- coordinates mass e-mail messages to the membership about events and issues;
- chairs the Public Relations and Publications Committee;
- acts as a spokesperson for the Association in dealing with the media, as needed; and
- carries out such other information activities helpful to the Association as time and resources permit.

The Information Officer may delegate portions of his or her duties to members of the Public Relations and Publications Committee.

Required Skills Basic writing and communication skills.

Time Requirements Approximately 10-30 hours per month, depending on how much is delegated to committee members.

Directors

Updated:2022

Authority Article IV of the Association’s bylaws establishes the Board of Directors and the position of director.

Duties & Responsibilities Article IV.2 of the bylaws assigns the Board of Directors full power and authority over the affairs of the Association, including authorizing expenditure of funds for specific projects, except those powers reserved by the bylaws to the general membership at the annual meeting.

Directors are expected to attend and participate in all meetings of the Board of Directors and the annual membership meeting.

All directors are expected to serve on at least one of the standing committees described in Article VI of the bylaws

Specified responsibilities of the Board of Directors include:

- a. Fill vacancies among the officers (except President) between annual meetings. (Article IV.2)

- b. Adopt a budget for the fiscal year. (Art. IV.2)
- c. Adopt standing rules relating to details of administration of the Association. (Art. IV.2)
- d. Authorize the executive committee to perform, between board meetings, such duties as the board may deem expedient. (Art. V.2)
- e. Recommend approval or disapproval of proposed bylaw amendments by the general membership. (Art. VI.3)
- f. Approve publication of books, pamphlets, graphics and other informational and educational materials. (Art. VI. 13)
- g. Authorize affiliation with other not-for-profit organizations having objectives similar to, or compatible with, the Association. (Art. VII)

Required Skills Directors are elected by the general membership of the Association. Five directors are elected at each annual meeting to serve a term of three years.

Time Requirements Regular board meetings are held on the first Sunday of even numbered months. Meetings typically last about three hours. Meeting sites alternate between Montgomery County and Washington County, varying members' travel time. The annual membership meeting may involve an all-day commitment of time. The Association may choose to hold virtual board or membership meetings.

Committee responsibilities also involve time commitments, which will vary depending on the committee.

Standing Committee Descriptions

The following committees are mandated by Article V and VI of the Association's bylaws:

- Archives Committee
- Auditing Committee
- Bylaws Committee
- Editorial Review Committee
- Environmental Committee
- Executive Committee
- Community Outreach/Festivals Committee
- Finance Committee
- Legal Advisory Committee
- Level Walkers Committee
- Membership Committee
- Nature Committee
- Nominating Committee
- Programs Committee
- Public Relations and Publications Committee
- Special Projects Committee

Committee chairs are expected to attend and participate in all meetings of the Board of Directors and the annual membership meeting.

Archives Committee

Updated: 2022

Authority

Article VI, Section 1. of the Association Bylaws establishes an Archives Committee. The committee consists of one or more members who are appointed by the President annually at the April Board meeting.

Duties & Responsibilities

The Archives Committee reviews and selects archival material donated to the Association and oversee the organization and classification of the Association's archival collection.

The archives are maintained in special collections in room 200 the Special Collections Research Center of the Gellman Library, George Washington University. The wealth of material about people, programs (including numerous pictures) and finding aides are available to interested researchers and the curious.

The duties of the Chair of the Archives Committee are to:

- assess all material submitted from time to time by members to assure that it is germane and not a duplicate of material in the archive;

- send approved material to the archives; and
- develop guidelines for maintenance of association generated records.

The Committee has no budget, nor expenses. The Gellman Library maintains the archive, but the Association has the right to remove material for display temporarily.

Required Skills Organizational skills

Time Requirements Vary

Auditing Committee
Authority

Updated: 2022

Article VI, section 2, of the Association’s bylaws establishes the Auditing Committee. The committee consists of two members who are appointed by the president annually at the April board meeting.

Duties & Responsibilities

The bylaws declare that the Auditing Committee is responsible for auditing the financial statements and records of the Association after the close of the Association’s fiscal year (December 31). The Audit Committee has assumed these three additional areas of responsibility:

- assuring that the treasurer carries out the assigned duties of that office;
- review certificate of deposits and other financial instruments invested on behalf of the Association by the treasurer; and
- reporting to the membership on the treasurer’s performance yearly at the annual meeting.

Oversight of the Treasurer. Because the Association is small and consists entirely of volunteers, internal controls which would be present in a larger organization, most notably separation of duties, are not part of the existing accounting system. The treasurer has complete control of the assets of the Association, and can expend them at his/her discretion. He should pay expenditures only with prior proper approval of a corresponding

supporting document. Supporting documents should have the requestor's signature stating it's okay to pay or an email requesting that a payment be made with an attachment of documentation supporting the request for payment.

Accordingly, the Association is vulnerable to errors of omission or commission on the Treasurer's part. It is the Audit Committee's responsibility to assure that the treasurer expends funds only in the Association's interests or as directed by the board, and faithfully discharges the other duties of the office.

The Audit Committee begins its tenure at the April board meeting of the year it will audit. The extensive review of supporting documentation normally takes place after the close of the fiscal year.

The treasurer assumes a heavy responsibility, and, except for concealed fraud, is entitled to assurances that he/she has performed his/her duties in accordance with the expectations of the board of directors. The goal of the audit report is to provide that assurance.

Recording and reporting the Association's fiscal transactions. So long as all transactions are recorded and are reported in sufficient detail to meet the tax reporting requirements, the treasurer is entitled to deference in the choice of format used to record, summarize, and report fiscal activity. Recording and reporting funds received, like payment of obligations, should be timely. Unless there is evidence of fraud, the Audit Committee should make every effort to resolve with the Treasurer any concerns it may have, so that a "clean" audit opinion may be issued.

Required Skills

Knowledge and experience reviewing financial statements including profit and loss and balance sheet. Also understanding of the concept of accounting for funds. Knowledge and experience in auditing financial statements and accounting records.

*Time
Requirements*

Review treasurer's reports from the board meetings – four hours total. Doing the audit takes six to eight hours. In total, up to 14 hours for the year.

**Bylaws
Committee**

Updated:2010

Authority

Article VI, section 3, of the Association's bylaws establishes the Bylaws Committee. The president appoints at least three members at the April board meeting.

*Duties &
Responsibilities*

- Review all proposed amendments to the bylaws to ensure that they are not in conflict with any provisions of the Articles of Incorporation, other articles of the bylaws, the traditional and stated goals and purposes of the Association, or any other regulations to which the Association may be subject.
- Consult with cognizant officers and committee chairs to determine if a proposed amendment would be feasible if enacted.
- If necessary, edit the wording of a proposed amendment to ensure that there is uniformity of style and no ambiguity.
- Report its recommendations on each proposed amendment to the Board of Directors, which may recommend approval or disapproval of the amendment by the membership of the Association.
- Prepare and present a report on each proposed amendment, together with the recommendation of the Board of Directors, to the membership of the Association at a general membership meeting, in accordance with Article IX of the bylaws.
- Following the adoption of an amendment by the membership of the Association, correct article and section designations, punctuation and cross-references and make such other technical and conforming changes as may be necessary to reflect the intent of the Association.

Required Skills

Committee members should have long-term experience in the administration of the Association and possess substantial institutional knowledge of its affairs. It is

desirable that at least one member of the Legal Advisory Committee serve on the Bylaws Committee.

Time Requirements

The committee meets at the call of the chairman when there is business to consider. Because amendments are infrequent, there are extended periods during which committee duties impose no time requirements on members. However, they should be prepared to respond whenever a proposal is submitted. Preliminary reviews may be conducted by correspondence rather than at a meeting. Report preparation may be simple or time-consuming, depending on the complexity of the arguments to be summarized.

Community Outreach /Festivals Committee

Updated: 2022

Authority

Article VI, section 6, of the Association’s bylaws establishes the Festivals Committee. The committee consists of one or more Association members who are appointed by the president at the April meeting of the board of directors.

In 2021, the Association president authorized the creation of a Community Outreach Committee, which included the functions of the Festivals Committee. In the future the bylaws may be changed to reflect the new name and revised function.

Duties & Responsibilities

The general purpose of the Community Outreach/Festivals is to make arrangements for the Association’s participation at public events to:

- attract new members to the Association; and
- publicize the Association and the Park.

Specific duties of the Community Outreach/Festivals Committee are to:

1. Distribute membership brochures to public libraries and other sites

2. Participate in local public events - sending a list of these events to the editor of the newsletter for publication and to the web master for inclusion on the Web site calendar. Complete necessary paperwork to participate in these events and forward a request for any necessary fee to the treasurer so the fee can be deducted from the budget. Arrange for volunteers to staff Association's table, prepare items to have at the event, i.e. membership brochures and brochures about particular area, maps, table, and chairs, and arrange for such items to be taken to and later removed from event area
3. Arrange meet/greet sites on the towpath, passing out membership brochures, maps, and answering questions re canal history and the Association
4. Publicize with the Program Committee's concurrence of Association hikes/activities in local newspapers
5. Prepare annual budget and submit to the Association's board of directors for approval and prepare report on Committee's activities for presentation at the Association's annual meeting. Update the board of directors at board's meeting of its activities.

Required Skills Communication skills

Time Requirements Vary with activity level. Estimate: 5-10 hours per month.

Editorial Review Committee

Updated: 2022

Authority Article IV, section 4, of the Association's bylaws establishes the Editorial Review Committee, consisting of the newsletter's editor and assistant editors. The president appoints the editor and assistant editors at the April board meeting.

Duties & Responsibilities **Functional components:**

- Two key functions are required in support of newsletter publication – An Editor and a Producer.

- The two functions may be performed by two separate persons or by one person assuming both roles.
- The Editor has overall responsibility for the newsletter and content approval authority.

Editor:

- Establishes and maintains the Newsletter Content Guidelines for the Association's quarterly newsletter, *Along the Towpath*;
- oversees the timely publication of the newsletter, in accordance with the Newsletter Content Guidelines;
- reports to the President and the Board of Directors;
- chairs and selects members for the Editorial Review Committee;
- works closely with the information officer and is an ex officio member of the Public Relations and Publications Committee;
- solicits, screens, prioritizes and selects relevant content for the newsletter;
- writes occasional general information articles as required, including but not limited to, Association and park news, obituaries, promotions, captions and photography features;
- edits the content to ensure that it is accurate, readable, and meets appropriate standards;
- coordinates the production of the newsletter with the Producer;
- arranges for review of each issue by the Editorial Review Committee;
- screens Editorial Review Committee comments and incorporates as applicable;
- approves final layout of newsletter;
- and submits printing and postage invoices and the annual budget for the newsletter to the Treasurer.

Producer:

- Works with Editor to incorporate approved content in newsletter;
- determines the time-line, space allocation and content delivery dates for each issue of the newsletter;
- develops and maintains content submission format and technical criteria;

- develops and maintains newsletter file, printing style and specification requirements;
- screens, formats and processes image files;
- enforces requirements for content permissions and attribution;
- develops layout of newsletter and configures content to comply with style and printing requirements;
- incorporates Editorial Review Committee comments;
- selects a printer and, if applicable, electronic distribution host;
- works with a printer to ensure print specification compliance, timely publication and complete distribution, and has final print approval authority;
- works with the membership chair to ensure that the mailing list is available in a timely manner;
- coordinates with the webmaster to post the newsletter and/or appropriate news items or articles on the Web site; and
- provides packaged newsletter files for the Association archive.

Required Skills

Editor:

- Long-term experience with the C&O Canal NHP and C&O Canal Association, and familiarity with park matters and Association administration.
- Written communication skills.
- Email proficiency and ability to manipulate text from email into other applications.
- Ability to use MS Word (Threshold); Apple Pages and Adobe Acrobat text (Objectives) for text content management.
- Ability to use Adobe Acrobat for newsletter copy review.
- Familiarity with the Associated Press Style Guide.

Producer:

- Understanding of and recent experience with desktop publishing techniques, technology and standards.
- Understanding of creation and processing technology for photographs and images.

- Understanding of print standards and specifications for four-color printing.
- Email proficiency for content coordination, and ability to use cloud share drives and File Transfer Protocol (FTP) capability for newsletter copy submission.
- Ability to scan and manipulate images.
- Ability to scan and process text using Optical Character Recognition (OCR) technology.
- Ability to use Adobe Photoshop for image processing (Threshold) and Adobe Lightroom, Acrobat and Illustrator for alternate image processing (Objectives).
- Ability to use MS Word (Threshold); Apple Pages and Adobe Acrobat text (Objectives) for text content management.
- Ability to use Adobe InDesign for newsletter layout, production and printable copy output.

Time Requirements

- Editor – typically 30–40 hours per quarterly issue (120–160 hours per year)
- Producer – typically 50–60 hours per quarterly issue (200–240 hours per year)
- Associate Editors – typically 4–8 hours per person per quarterly issue (16–32 hours per year)
- Additional Efforts – the Editor and Producer may occasionally undertake additional publications at the request of the Board; these efforts are not reflected in the time requirements.

Environmental Committee

Updated: 2022

Authority

Article VI, section 5, of the Association’s bylaws establishes the Environmental Committee. The president appoints one or more Association members to the committee at the April board meeting.

Duties & Responsibilities

The Environmental Committee is charged with keeping the board and the Association membership up-to-date on actions by state and local governments, private actors, and the Park itself which impact the environment (broadly interpreted) of the Park.

The specific duties of the Environmental Committee include:

- Monitoring developments in the Park, including following major projects in the National Park Service Planning, Environment, & Public Comment listings.
- Maintaining a good working relationship with Park staff, especially in the Natural Resources section.
- Attending meetings, reviewing Environmental Assessments and similar documents, and reporting back to the board.
- Consulting and coordinating with other organizations or Congressional staff to further the goals of the Association.
- Following the news for events which could have an impact on the Park.
- Identifying and reporting to the board or the membership any threats to the historic and environmental integrity of the C&O Canal and the Park from proposed construction or other environmental intrusions.
- Recommending actions or positions that the Association should take on such threats. This includes drafting letters and Association comments under the National Environmental Policy Act and the National Historical Preservation Act, Section 106.

Committee meetings are on an “as needed” basis, generally through electronic exchanges and clearance on draft documents.

Required Skills The committee chair should have the ability to read and digest long government documents, distill, and glean items relevant to Association mission. The committee chair should have the ability to draft clearly and concisely to achieve a purpose.

Time Requirements Variable, but generally the timing is driven by preparation for board meetings every two months.

Executive Committee

Updated: 2008

Authority Article V of the Association’s bylaws establishes the Executive Committee, consisting of the president, first vice-president, second vice-president, secretary, treasurer, and information officer.

Duties & Responsibilities The Executive Committee is charged under the bylaws with performing such duties as the board of directors may from time to time deem expedient. The Executive Committee acts in cases of urgency which may require action before the board of directors can meet in regular or special session.

The committee must make a complete report of any action it takes at each board meeting.

Required Skills

Time Requirements The Executive Committee meets at the call of the president, or upon request of three of its members.

Finance Committee

Updated: 2022

Authority Article VI, section 7, of the Association’s bylaws establishes the Finance Committee. The committee consists of the treasurer and two (or more) other members who are appointed by the president at the April meeting of the board of directors.

Duties & Responsibilities The principal duties of the Finance Committee are to:

- prepare amendments to the adopted budget as needed during the year; and
- present a proposed budget for the following fiscal year at the December board meeting for adoption by the board and presentation to the Annual Meeting for members’ information.

Additional responsibilities of the Finance Committee as delegated by the president and assumed by the chair may include:

- evaluating investments;
- designing and implementing a system of internal controls;
- provide advice to the treasurer on various topics;
- articulating a policy for assigning undesignated funds; and
- reviewing money proposals such as establishment of new "funds" and diversion/transfer of unused set aside funds.

Required Skills No specialized knowledge required.

Time Requirements Vary. The committee typically meets every two months.

Legal Advisory Committee

Last Updated 2010

Authority Article VI, section 8, of the Association’s bylaws establishes the Legal Advisory Committee. Members of the committee are appointed by the president at the April meeting of the board of directors.

Duties & Responsibilities The principal duty of the Committee is to advise the Association on legal issues of concern to it. The Committee may call on other members of the Association who are expert in the fields of accounting, insurance, scientific issues, and other areas for advice and assistance as necessary.

Any officer, Board member, or committee chair is free to request informal comment on proposed actions from the Committee.

The Committee primarily advises the Board on internal matters. It should be noted that the Davies Legal Fund is used to hire expert services and outside attorneys to defend the integrity of the Canal and is not under the Committee’s jurisdiction.

Required Skills The Committee consists of one or more members of the Association who are also attorneys.

Time Requirements Committee meetings are on an as needed basis.

Level Walkers Committee

Updated: 2022

Authority

Article VI, section 9, of the Association's bylaws establishes the Level Walkers Committee. The Level Walker Chair is not an executive committee member. The Level Walker Chair was formerly also the Second Vice President, but the two functions were disassociated by a bylaws amendment that was approved at the 2017 annual meeting.

Duties & Responsibilities

Overview:

The level walker program is a very popular volunteer activity of the Association, with typically around 100 volunteers. In some cases, new members join the Association because of their interest in becoming level walkers. Volunteers of all ages are drawn to the program because of the wide range of locations it supports, the flexibility to perform duties on their own schedule and the flexibility to perform activity at their own level of ability.

While it is the oldest volunteer program on the Park, dating to 1960, and managed by the Association, it should be understood that level walkers must comply with all NPS requirements for volunteer service on a national park. These requirements are non-negotiable. Enforcement of these policies is sometimes a point of contention with some volunteers, but the Level Walker Chair must strictly enforce the requirements. Volunteer Service Agreements are especially important because they are legal documents that certify approval of a volunteer to serve, and also support liability coverage in the event of injury or death while on volunteer service.

The Level Walker Chair:

Typically, the Level Walker Chair serves as an individual volunteer program team leader but is able to select and assign other committee members if necessary. The primary responsibility of the Level Walker Chair is to conduct the level walker program. Specifically, the Level Walker Chair is responsible for:

- Promoting program awareness and recruiting level walkers;
- Processing level walker applications;
- Assigning levels to level walkers;
- Receiving and tracking reports from the level walkers;
- Tracking level walker activity;
- Serving as the central point of contact for the program with the NPS – primary contact is the C&O Canal NHP Volunteer Program Manager;
- Ensuring that level walkers comply with all National Park Service (NPS) regulations, training, and approval requirements, including completion of OF 301a Volunteer Service Agreements (VSAs);
- Reporting any volunteers who are non-compliant with NPS requirements, disruptive or otherwise unsuitable for service to the NPS and the Association Board and instituting termination from the program if necessary;
- Ensuring that level walkers remain active Association members and perform at least annual level walker activity;
- Contacting inactive or lapsed membership level walkers and determining if they intend to resume level walking or resign;
- Providing information to level walkers on NPS and Association policies and regulations, park issues, training events, safety advisories, closures, and other matters;
- Preparing and submitting to the Editor a quarterly On the Level article for inclusion in the Along the Towpath newsletter, summarizing three months of level walker activity;
- Informing other volunteer teams, such as the Association's Volunteers in Parks program, of issues or projects that may require their support;
- and reporting on level walker activities and findings to the board, NPS, and the membership.

Controls and Documentation.

The Level Walker Chair establishes and maintains the following documents and other elements in support of the program:

- Level Walker report forms.
- Level walker list.
- Level Walker activity tracker.
- Listing of C&O Canal levels.
- "What Are Level Walkers?" fact sheet.
- Level Walker greeting letter for new members.
- Level Walker Application for use at events.
- Level Walker Position Description (in coordination with the NPS).
- NPS data call responses and annual volunteer hour summary.
- Level Walker policy and procedures guide

- Required Skills*
- Email proficiency for level walker and NPS communications.
 - Ability to use MS Word (Threshold); Apple Pages and Adobe Acrobat text (Optional) for level walker report review and management.
 - Ability to use MS Excel (Threshold) for level walker tracking and NPS data inputs; MS Access or Claris Filemaker database management (Optional)

Time Requirements 200 hours a year total for Level Walker Chair

Membership Committee

Updated: 2022

Authority Article VI, section 10, of the Association’s bylaws establishes the Membership Committee. The committee consists of one or more members who are appointed by the president at the April meeting of the board of directors. One of the committee members serves as the membership chair.

Duties & Responsibilities The general responsibilities of the membership chair are:

- collecting mail from the Association’s Post Office box and distributing non-membership mail to the designated recipient(s);
- downloading membership applications and renewals from email;
- maintaining a current membership list;

- maintaining membership records for at least three years (to enable one to check membership history and answer questions, as needed);
- communicating with members regarding membership matters;
- as “Keeper of the Mailbox” processing checks for Association events received by postal mail and entering registrations for the same in the online database;
- extracting useful statistics on memberships in the various classes; and
- reporting on discernable trends.

Specifically, the membership chair:

- collects postal mail from the Post Office and downloads membership correspondence/applications from e-mail and/or the internet;
- forwards any membership, donation, or events checks to the treasurer for deposit in a timely fashion, recording check numbers, membership levels, event particulars, and fund distributions on the envelopes (for online transactions this information is provided directly to the treasurer);
- keeps track of the Association’s members’ information in an online computer database. The information includes address, phone, e-mail address, etc. It is important to process changes to this information as they occur;
- periodically sends reminder notices by email and postal mail that memberships are due for renewal;
- maintains a supply of membership brochures which are distributed to the C&O Canal NHP Visitor Centers, REI, and COCA members who request them for personal distribution;
- orders and maintains a supply of membership cards in the categories of Individual Member, Family, and Patron. This supply must be inventoried annually with an eye towards budgeting any reprinting of cards;
- orders and maintains a supply of COCA decals which are included in the "New Member" package and are also available for sale to members.
- orders and maintains a supply of COCA business envelopes for reminder and other mailings and

catalogue envelopes for the mailing of copies of Along the Towpath;

- orders and maintains a supply of COCA membership badge blanks and labeling tape for affixing member names to the badges;
(The cost of the above supplies is deducted from the Membership Committee budget over a several-year span equal to anticipated–or real–depletion); and
- processes all new, rejoining, or renewal memberships as follows.

New Members. When a new member joins the Association either online or by postal mail, the membership coordinator:

- sends a "New Member" package containing a welcome letter from the current president, a copy of the COCA bylaws, COCA decal, membership card, and name tag(s);
- sends the new member(s) a copy of the latest Along the Towpath about a week later. If a new newsletter is due out in 2 to 3 weeks (and the new member is on the list for the printer–check with the newsletter editor for the cut-off date), it is sent from the printer; and
- sends a letter from the Level Walker chair (which contains a sign-up form) and information on level walkers a week or so after mailing the newsletter. [This could be expanded to include information on other volunteer opportunities.]

Rejoining Members (members who let their memberships lapse for one or more years):

- in the membership database, make a note of the year when the member last paid dues;
- send a "Dear Rejoiner" letter with a new membership card (include the latest issue of Along the Towpath, unless the rejoiner would be within 2-3 weeks of receiving the next scheduled issue), and a copy of the By-laws if they have been updated since the rejoiner was last a member); and
- edit the renewal date to indicate the rejoiner has paid for the current year.

Membership Renewals:

- The membership chair develops the membership renewal form and submits it to the newsletter editor and webmaster in time for insertion in the December newsletter and be updated on the website for online transactions. (All memberships are based on the calendar year, ending December 31.).
- The membership chair compares the data on the paper form or online application for each member (name, address, phone, e-mail, membership type, etc.) with the information in the database and makes all necessary corrections.
- If a new membership card is requested, the membership chair then fills out and signs the appropriate card and places the return address, postage, and address on an envelope (if none is provided by the requesting member), and mails it to the member in a timely manner.
- If the current membership renewal form contains a survey or other questionnaire, this information is then recorded in a separate Word document, Excel spreadsheet, or similar document to be delivered to the board at the next meeting or to the appropriate committee chair.
- All comments and/or suggestions on any renewal form are recorded on a separate document and presented to the board for consideration and/or action.

Required Skills Organizational and communication abilities, computer literacy, attention to detail.

Time Requirements 300 hours a year; slow season late summer to early fall; busy season mid-December to mid-January

Nature Committee

Updated: 2007

Authority Article VI, section 11, of the Association’s bylaws establishes the Nature Committee. The committee consists of one or more members who are appointed by the president at the April meeting of the board of directors.

Duties & Responsibilities The Nature Committee was formed to promote an interest in the C&O Canal using a focus on the Park’s natural bounty as

an additional attraction to the Canal’s fascinating history and to understand the flora and fauna along the Canal.

The committee schedules guided educational nature hikes.

Required Skills Organizational and communication.

Time Requirements Vary by event.

Nominating Committee

Updated: 2022

Authority Article II, section 2, of the Association’s bylaws specifies that six members will be nominated from the floor at the Annual meeting and elected by plurality vote to serve on the Nominating Committee.

Duties & Responsibilities The Nominating Committee is responsible for nominating one candidate for each of the offices to be filled at the next Annual Meeting. Specifically, the Nominating Committee is responsible for:

- identifying appropriate candidates for the open positions of officers and directors;
- determining their willingness to run for office;
- assuring that the membership receive a biography and statement of qualifications of each candidate in the call to the Annual Meeting;
- ensuring that candidates are members in good standing; and
- conducting the election process at the Annual Meeting.

The Nominating Committee chair can be the first person nominated by the members or can be elected by the committee members at their first meeting. The chair:

- reviews the term limits of existing Officers and checks with incumbent officers and directors to determine their willingness to continue to serve;
- formulates a list of those positions where incumbents are willing to run again and where there are open positions to be filled;

calls a meeting of the Nominating Committee either virtual or in person no later than mid-September to

- review the list of open positions, brainstorm candidates and assign committee members responsibilities for such activities as: coming up with additional candidate names, if needed; contacting proposed candidates to ensure that they are informed of the responsibilities of the position; and are willing and qualified to run for the position; and obtaining their biographies for the Association's November Newsletter;
- Duties & Responsibilities (continued)*
- ensures that there is one candidate to fill each vacant position and that the list of candidates and their bios are sent to the newsletter in a time for the November deadline; and
 - makes all of the arrangements for presenting the candidates, prepares the ballots, conducts the election, and announces the winners at the Association's Annual Meeting in March.

Required Skills The Nominating Committee Chair should be a knowledgeable member of the Association who understands the goals and needs of the Association, the responsibilities of the various offices and directors, and has a wide knowledge of the Association members, their talents, and interests.

Committee members should know a variety of current COCA members and have good communication skills in order to identify potential candidates and encourage them to agree to be nominated.

Time Requirements Committee Chair: 20-25 hours
Committee members: 3-5 hours

Programs Committee

Updated: 2022

Authority Article VI, section 12, of the Association's bylaws establishes the Programs Committee. The committee consists of at least three members who are appointed by the president at the April meeting of the board of directors.

Duties & Responsibilities

The Programs Committee's duty is to plan and coordinate the following regular events for each year. These events are to be published in the newsletter and the web site.

- The spring Douglas Hike, and fall Heritage Hike. A prepared dinner and a program follow each hike. The location of the hikes and dinner vary each year.
- The general membership meeting in March. The meeting is held in a central location and is followed by a dinner and perhaps a program.

In addition, the Committee coordinates with individuals who plan and carry out specific activities at various times throughout the year. These activities are Canal hikes, Potomac River paddle trips, Canal nature walks, and a Canal through bike ride.

The Committee, along with COCA's leadership, also considers other activities that may be suggested by Association members. These activities must accord with the Association's Bylaws.

Required Skills

Organization, attention to detail, and good communication skills.

Time Requirements

The Committee meets annually in person in the Fall to plan for the year ahead. Leaders of hiking, canoeing, and nature events may also attend. The Committee needs to find facilities and caterers for Association events.

Public Relations & Publications Committee

Updated: 2007

Authority

Article IV, section 13. of the Association's bylaws establishes a Public Relations and Publications Committee. This committee is chaired by the Information Officer.

Duties & Responsibilities

The Public Relations and Publications Committee acts as a liaison with the membership, general public and the media. With the approval of the president, it issues press releases and with the approval of the board, publishes books, pamphlets, graphics, and other informational and educational materials.

Required Skills

**Special Projects
Committee**

Updated: 2022

Authority

Article VI, section 14, of the Association’s bylaws establishes the Special Projects Committee. The committee consists of at least five members, who are appointed by the president at the April meeting of the board of directors.

*Duties &
Responsibilities*

The Special Projects Committee addresses Association-wide issues that are broader than the scope of other Association committees. The Special Projects Committee’s duties and responsibilities include:

- Strategic planning: Developing, maintaining, and updating the Association’s Strategic Plan 2019-2021 plan approved by the Board at its February 2019 meeting; presenting updates to the Board for its approval.
- Projects: developing, maintaining, and updating a prioritized list of projects the Association would like to fund. The Board approved the Committee’s methodology and its initial suggested list of projects at its February 2020 Board meeting.
- Leadership Directory: revising, maintaining, and publicizing the Association’s Leadership Directory.
- Information for new Board members: developing an information packet for incoming Board member and a process to help them as they join the Board.
- Reports to the Board: Advising the President, Executive Committee and Board members on updates to the Strategic Plan and project list for the Board’s approval.
- Communication with the Park: Establishing and maintaining regular communication with the Park Superintendent and staff to help both the Park and the Association work better together to fund Park projects.

- Communication with the Association membership: providing updates to the membership at large on issues of interest.
- Long range planning: reviewing the organizational structure of the Association with an eye toward optimizing practices to encourage membership and Association longevity.
- Other duties: the President may assign other duties to the Committee.

Required Skills This committee is a “see-the-forest-not-the-trees” group. The Chair and all committee members should have the ability to think broadly, to work well together, and to develop clear written communication.

Time Requirements The Committee meets regularly, generally once a month for 2-3 hours. Members share in undertaking various assignments. Time commitments will vary depending upon what is on the Committee’s agenda at any given time. The Chair will generally spend 5-10 hours/month and Committee members will generally spend less time.

Other Committees & Positions

OTHER COMMITTEES – The president may appoint such other committees, either ad hoc or permanent, as are deemed necessary. These committees presently include:

- Sales Committee
- VIP (“Volunteers In the Park”) Committee

Sales Committee

Updated: 2022

Purpose

The Sales Committee defines, supervises, and manages the operation of the Association’s merchandise sales, including online orders, bulk orders, and special event sales.

Authority

The committee is established and functions under the authority of the board. Committee members are appointed by the president. The committee generates and submits periodic operations reports as requested by the board. The store manager, the treasurer, and the festival chairperson are ex officio members of the committee. Other members may be appointed by the president. The committee chair is elected by the committee members.

Duties & Responsibilities

Specific responsibilities of the committee include:

- accepting and processing incoming online orders, verifying stock availability;
- work with the COCA PayPal administrator to set prices and shipping charges;
- work with website manager to add or delete items from the online store;
- fills mail orders for sales items (or forward such orders to the custodian of the requested items);
- maintaining a database of all online orders;
- packaging and shipping orders;
- maintaining stock inventory, including reordering depleted stock and periodic inventories;
- providing marketing of association sales;
- recommending changes in sales items carried;
- submitting recommendations to the board for approval;
- generating and submitting periodic reports,

including sales records, inventory reports, committee operating expenses, and other reports as needed or requested ;

- maintaining records of committee expenditures and submitting budget requests for the Association’s annual budget production; and
- reviewing and promoting opportunities for new sales venues

Activities described above may be performed by people who are not members of the committee but work under the direction of the committee.

Required Skills Because of geographic dispersion, it is expected that committee communications will employ email correspondence as its primary mode.

Time Requirements

**VIP
 (“Volunteers in
 the Park”)
 Committee**

Updated: 2022

Purpose The VIP program was started to assist the National Park Service (NPS) in carrying out needed clean up and improvement projects that it does not have the staff to carry out. Volunteers are recruited by email to participate in scheduled events that include such activities as: vegetation removal, repair of picnic area equipment, installation of wayside exhibits, benches, and other projects as determined by the NPS.

Authority The committee is established and functions under the authority of the board. Committee coordinator is appointed by the president. All other participants, except assistant coordinator, are voluntary at time of each project.

Background Just prior to the Pandemic of 20-21, there were around 50 members names on the volunteer mailing list of the Association.

The amount of volunteer time and number of volunteers is dependent on the type of projects completed each year.

- Average number of workers per project generally between 5-6.
- Total number of volunteers for a given year ranges between 15 and 20.
- Volunteer hours amounted to 350 to 700 hours per year.

Duties & Responsibilities

The responsibilities of the committee chair include:

- working with NPS to identify park needs/projects and realistic dates of activities,
- working with the editor of *Along the Towpath* and the information officer as often as necessary to have appropriate committee/project information included in newsletters, Web site, and emails;
- writing articles for newsletters;
- informing membership of each project in a timely manner. Following-up with specific details for those who volunteer for a specific project and sending a "thank you" after completion;
- organizing each project, visiting the site ahead of time, and working with NPS staff to have their support, help, and assistance for supplies;
- planning the project to be able to access Park Service vehicles necessary and obtaining and bringing all supplies designated for the project.
- completing all forms required by the Park Service for volunteers;
- keeping up to date on all requirements of the Park Service to be identified by a recognized supervisor for NPS; and
- preparing reports necessary for board meetings and the Annual Meeting.

Required Skills

The committee coordinator uses the computer for keeping project records, preparing project sign-in sheets and uses a group e-mail list for mailings.

Time Requirements

The job of committee coordinator generally requires 20 hours per month March to November which includes administrative duties as well as time working with the volunteers on the projects themselves.

There are no official meetings, only work projects that last about 3 hours and are scheduled as needed. Volunteers are not badgered and come when they can.

Other Positions –

PayPal manager

Updated: 2022

<i>Authority</i>	The PayPal manager for the Association is named by the president and is under the direction of the treasurer.
<i>Duties & Responsibilities</i>	<p>The PayPal manager is responsible for administering the Association account. These duties include:</p> <ul style="list-style-type: none">• Working with the Store Manager and Website Manager to create and update PayPal buttons for items in the online store.• Working with the Program chair and Website Manager to create and update PayPal buttons for items in the online store.• Working with the Website Manager on transactions generated by JavaScript code to ensure the required information is captured.• At the end of the month, transfer the funds in the PayPal account to the COCA bank account. Then generate a spreadsheet with detailed information about the transactions included in the funds transfer.• Working with the Store Manager to issue refunds when necessary.• Working with the Store Manager and Website Manager to create special PayPal buttons for bulk sales.• Administering the PayPal accounts, with more limited capability, for other COCA members.
<i>Required Skills</i>	Understanding of how PayPal operates, and how it interacts with the Association website.
<i>Time Requirements</i>	Averages 5 hours per month.

**Social Media
Coordinator**

Updated: 2022

Authority The Social Media coordinator for the Association is named by the president and is under the direction of the information officer.

Duties & Responsibilities The Social Meda coordinator is responsible for managing the Association’s Facebook and Instagram presence. These duties include:

- Post information that further the goals and purposes of the Association;
- Working with the Program chair to promote Association events;
- Administering the permissions granted other Association members to post on these sites.

Required Skills Understanding of how Facebook and Instagram work.

Time Requirements

**Website
manager**

Updated: 2022

Authority The website manager for the Association is named by the president and is under the direction of the information officer

Duties & Responsibilities The website manager is responsible for maintaining the Association website, which includes:

- Background information on COCA
- Membership information, including the ability to join or renew online
- Online store offering items for sale
- Pages which allow users to register and pay for major event, such as hikes and dinners.
- Capability to make donations online
- Calendar of events
- Archive of past newsletters
- Repository of information about the C&O Canal history

The webmaster's responsibility include:

- make content updates;
- make graphic, style, layout and information-design decisions;
- design, code, ensure site usability, and update content;
- serve as a technical liaison between the Web-host and Association officers;
- assign e-mail aliases; and
- maintain control over registrant contact information, name servers, and other technical parameters related to domain, host, and client-side code.

The website uses WordPress as its content management system.

The website uses PayPal to process payments. The website manager must work with (or be) the Association PayPal administrator. The store page uses PayPal buttons. The membership pages use JavaScript code for collect payment information.

Uses cPanel server software for email forwarding.

The site is hosted by Cermak Technologies, <https://cermak.tech/>. Mike Cermak, michael@cermak.com

There is a document, *WebmasteGuide.docx*, with more detailed information about the website.

WordPress allows various functions to be assigned to different people, which would enable the work to be subdivided. To date, we have not used that capability.

Required Skills

Experience in designing and maintaining web sites.
Ability to navigate the WordPress content management system.
Ability to maintain relatively simple JavaScript code, which is used for membership and renewal payments.

Time Requirements

Vary, but maybe averaging 10-20 hours per month.

Wild Apricot administrator

Updated: 2022

Authority

The Wild Apricot administrator for the Association is named by the president and is under the direction of the Membership chair.

Duties & Responsibilities

Wild Apricot is the membership management software used by the Association. It is the central repository of membership information. Duties include:

- Set up the parameters which control the operation of the software.
- Prepare broadcast emails sent to the general membership.
- Work with the Membership and Program Chairs to add member events to the database.
- Make sure the annual fee gets paid.
- Configure the administrative accounts used by other members.
 - Newsletter producer accesses Wild Apricot to generate the mailing list when publishing each quarterly issue.
 - Person responsible for preparing donation acknowledgement letters accesses the Wild Apricot to confirm mailing addresses.
 - In addition to maintaining the membership information, the Membership Chair uses the software to generate targeted broadcast emails.
 - Membership Chair updates the event registration lists.
 - Program Chair downloads the event registration lists.

Required Skills

Understanding of Wild Apricot software functionality.

Time Requirements

Averages 5 hours per month.



Fourth of July 1829.

LAYING THE CORNER-STONE of one of the Eastern Locks of the Chesapeake and Ohio Canal.

The ensuing Anniversary of National Independence, having been fixed upon as an appropriate day for laying the Corner-Stone of one of the Eastern Locks of the **Chesapeake and Ohio Canal**, the following arrangements for the day have been made by the Committee appointed for that purpose.

The President of the United States and the gentlemen attached to his family—Heads of Departments—Post-Master General and Attorney General of the United States—Foreign Ministers and Representatives—Masonic Societies—the President and Directors of the Chesapeake and Ohio Canal Company and their Officers—the Members of the several Corporations—and other invited Guests and Citizens of the District, will assemble at *SEMME'S HOTEL*, in Georgetown, at nine O'clock, and at half past nine, on the firing of a signal gun, the company thus assembled, will move in procession to the ground near the mouth of Rock Creek, in the following order :

- 1 — *The Grand Lodge of the District of Columbia,*
 - 2 — *The Marine Band of Music,*
 - 3 — *The Standard of the United States, borne and supported by four non-commissioned officers,*
 - 4 — *The Committee of Arrangement, consisting of the Mayor and two members of each Corporation of the District*
 - 5 — *The President and Directors of the Chesapeake and Ohio Canal Company,*
 - 6 — *The President of the United States and the gentlemen attached to his family*
 - 7 — *The Heads of Departments, Postmaster General, and Attorney General of the United States,*
 - 8 — *Judges of the Circuit Court of the District of Columbia,*
 - 9 — *The Foreign Ministers, Representatives and Consuls,*
 - 10 — *The Engineers and Officers of the Canal Company, and Contractors,*
 - 11 — *The members of the three Corporations and their Officers,*
 - 12 — *Citizens of the District generally,*
- An appropriate place will be assigned the volunteer corps.*

While the procession is moving, a National salute will be fired, and another on the conclusion of the ceremony.

Col. John I. Stull, Col. C. Andrews and Major C. P. Thompson, are appointed Marshals of the day, with power to appoint such assistants as they may deem necessary.

By Order of the Committee,

JOHN COX, MAYOR,
CHAIRMAN.

JOHN KURTZ, SECRETARY.